

EMAP2 / Erasmus Mundus Active Participation

Training Seminar, Riga, Latvia, 17-20 February 2011

**Course Management, Promotion, Visibility, Sustainability
and Perenity.**

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CIMET Consortium**



Outlines

Program Management : Exemple of the EMMC CIMET

- Mobility schemes and Diplomas awarded
- Learning and Training Program
- Quality assessment

Program Attractivity and Course Visibility

Perenity and Sustainability, Promotion

4 European Universities



Master Erasmus Mundus CIMET in “Color in Informatics and Media Technology”



University of Granada, Spain
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Gjøvik University College, Norway
University of Saint-Etienne, France

<http://www.master-erasmusmundus-color.eu/>

- Jointly coordinated by Université Jean Monnet (France, Coordinator), University of Granada (Spain), University of Eastern Finland and Gjøvik University College (Norway).
- **Aim:** One of the master's objectives is to put Europe at the centre of attention of postgraduate education and research programmes in photonics, computer vision and imaging science and computer science and multimedia technology by setting the necessary conditions to achieve an education of excellence.

4 European Universities



CIMET is based on 4 Master degrees.



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- University of Saint-Etienne (France),
Master in Science in Optic, Image and Vision
- University of Granada (Spain),
Master in Methods and Advanced Techniques in Physics
- University of Eastern Finland(Finland),
Master in Media Computing and Optical Technology
- Gjøvik University College (Norway)
Master in Media Technology

Students are awarded a **double (or multiple) degree**, at post-graduate level (MSc of Science, 300 ECTS), from the Universities visited. A **(Joint) Diploma Supplement** is also delivered to students.

Joint degree is not yet possible depending on national laws

MOBILITY DURING THE TWO-YEAR PROGRAMME: Students can visit the four partner Universities



Semester 1
(Sept-February)



Semester 2
(February-July)



Semester 3
(August-January)



Semester 4
(January-Sept)



The Master Thesis can be supervised by any one of the four Universities

Example with one mobility

=> double degree from the two universities where students studied.

MOBILITY DURING THE TWO-YEAR PROGRAMME: Students can visit the four partner Universities



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Semester 3
(August-January)



Semester 4
(January-Sept)



The Master Thesis can be supervised by any one of the four Universities

Example with two mobilities

=> multiple degree from the three universities where students studied.

Tips:

- Joint degree can enhance the attractiveness of a master course,as part of the development & sustainability plan.*
- In your application, state clearly the procedures towards the joint degree and give detailed information about relevant legislation in each consortium country.*

The following slides focus on **course management, visibility and sustainability measures** (20 % of the max. score, see section A. 3.)

- Cooperation mechanisms within the consortium (A.3.1.)
- Partner HEIs' financial contribution & financial management (A.3.2.)
- Development & sustainability plan designed to ensure the proper implementation and continuity of the EMMC beyond the period of Community funding (A.3.3.)
- Course promotion measures to increase the EMMC's visibility and attractiveness (A.3.4.)



Program Management

Cooperation mechanisms within the Consortium

- Availability and dedication of local coordinators and administrative staff is essential.
- Role of each partner has to be well defined in the EMMC Consortium agreement.
- Role of each board (Joint Graduate Committee, Quality Assurance Board, ...) has to be well defined.
- Tasks (student support, evaluation, financial, promotion/marketing strategies) have to be clearly defined.

Tips:

- *Difficulty to coordinate more than 4 or 5 institutions, especially when they are not used to work together –importance of reliable partners.*
- *partners must know what exactly they are embarking on !*

Program Management

How are we doing it ?

- Cooperation agreements between all partner Universities
- The consortium meets at least three times a year:
 - to discuss the development of the course program,
 - to discuss the Quality Board recommendations and students' feed-back
 - administrative issues (e.g. graduation ceremony, induction week)
 - to select applicants and exam-regulations
 - Master Thesis defense,

Program Management

Cooperation mechanisms within the Consortium

- Payment of grants is administrated and coordinated from the consortium coordinator and paid to the students after the EU-regulations.
- Consortium Lumps sum is also administrated by the consortium coordinator. The financial agreement is updated each year.
- The students' contribution to the participation costs are administrated by the consortium coordinator and distributed to the partners twice a year.
- Other additional funding sources (Regional/State or Industrial) are administrated independently by each partner.

Financial aid for self-paying students with low income:

- Fee waiver policy for self-paying students who could not afford studying in the CIMET EMMC (reduced priced enrolment): objective and transparent eligibility criteria (difficulty to define them when it comes to different living standards both in the consortium countries and the applicant's home country).
- Regular Erasmus scholarship for the mobility period of non EMstudents
- Other types of scholarships (such as mobility grants of the Région Rhone-Alpes) and fundings in order to attract a larger public.
- The consortium pays the intensive week's costs and the mobility period's travel costs for self-paying students.



Program Management

Cooperation mechanisms within the Consortium

- All partners work in close cooperation with administrative offices and international office,
- All partners offer additional services to the incoming students and scholars which would not be possible to be offered by the International office,
- The services include: arrangement for housing, course registration, enrolment, opening bank accounts, additional scholarships, help with Visa and residence permit issues, arrangement for social activities, person who they can reach in emergency cases 24hours, etc.

Study Programme

- The study programme of this Master course is broadly interdisciplinary, encompassing photonics, computer vision and imaging science, computer science and multimedia technology as a mix of relevant theoretical and practical knowledge.
- The objective is to educate students in advanced methodologies and models in computational color science with two goals:
 - orientation and further studies at the **doctoral level** on one hand,
 - and practical applications on the other hand.



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Study Programme

- CIMET offers three specializations:
 - Color Imaging Science,
 - Spectral Color Science
 - Multimedia Technology Science.

These areas are being emergent, rapidly evolving, and of growing impact on the Information Society Technologies which require specialized competencies.



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CIMET learning outcomes

(Scientific, Technical and Managerial skills)

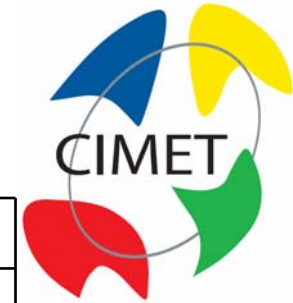


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The courses aim to develop:	
1	- a systematic understanding of knowledge in color science, computer vision, image science and media technology, informed by a critical awareness of current problems and recent research;
2	- a framework within which participants can continue to develop the knowledge and intellectual skills that will enable them to deal with the optical, imaging and media technologies of the future;
3	- a conceptual understanding that enables the participant to critically evaluate past and present research in color science, computer vision, image science and media technology;
4	- a comprehensive understanding of techniques applicable to research in color science, computer vision, image science and media technology, and a practical understanding of how such techniques are applied to interpret and advance existing knowledge;
5	- a community of enquiry and research in color science, computer vision, image science and media technology, with links to other such communities nationally and internationally;
6	- a scientific common base to all the students whatever their starting origin;

CIMET learning outcomes

(Scientific, Technical and Managerial skills)



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The courses objectives are that students will be able to:	
1	- demonstrate an advanced knowledge and understanding of specialisations at the forefront of discipline in technical informatics (such as pattern recognition, machine learning); - develop methods to test and to improve processes; - to develop softwares for image or vision processing;
2	- demonstrate an advanced knowledge of imaging processes, including capture and digitisation, processing, and output on a range of media and devices, and originality in its application; - overcome the global nature of an imaging chain from the image building to its exploitation on both the physical and computational point of view;
3	- demonstrate an understanding of color science, computer vision, image science and media technology, and apply this in practical applications in the context of image reproduction;
4	- demonstrate a quantitative understanding of color and color measurement, and an ability to render a color appearance across different media;
5	- conceive industrial systems and devices using optical, optoelectronic and computational techniques;
6	- critically evaluate their own work, identify weaknesses and propose alternative solutions;
7	- plan and conduct a self-managed programme of research and enquiry; - analyse a problem both in its technical and economical prospects;
8	- lead and coordinate a research project; - communicate the results of their work clearly to specialist and non-specialist audiences; -communicate in a scientific or business context in several languages.

Study Programme

- Some courses are optional; in semester 2 students have to choose 6 courses among 9.
- **Challenge:** uncertainty for the staff, needed policy towards students roughly equal distribution, need to compensate for “weak years”.



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The Project contest (5 ECTS) :

- During the project contest students have the chance to investigate theories and phenomena at the forefront of an applicative problem (*e.g. a pattern recognition problem based on machine learning algorithms*).
- The subject of project contest are defined each year by the staff. It is divided in four steps which cover fundamental courses teach during the first semester and compulsory courses teach during the second and the third semester.
- Students are divided in 4 teams. Teams are set in competition. They are all confronted to the same project.



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The Master dissertation (30 ECTS)

- During the training period (Master Thesis), students have the chance to investigate theories and phenomena in a laboratory at the forefront of current knowledge and expertise.



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Study Programme

- **Challenge:** competitive environment in the consortium, needed policy towards students roughly equal distribution, need to compensate for “weak years”.
- **Competitive environment** inside and outside the consortium, most of best students are more interested to do a PhD in US than in EU, several other factors (*High Academic Standard, High Technological Environment, Modern/Innovative and creativity, Flexibility of study/research*) interest them.



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Program Management



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- The **Joint Graduate Committee** (JGC) is the “core structure” in charge of the management of this master program.
- The JGC includes: - one representative member for each university of the consortium; - two external advisors from companies (Technicolor, France & Nokia, Finland), - one student representative.

Program Management

The JGC is responsible:

- to create the conditions necessary for implementation of the program;
- to control the procedures of the study program;
- to guarantee that compulsory courses and optional courses are coherent with the Course Catalogue; to decide upon syllabus changes;
- to adjust resit and balance examination criteria within the curriculum;
- to manage exceptions and problematic cases; to deal with students under probation;
- to allocate selected applicants (students and scholars) among the universities; to pay attention to the principle of gender equality;
- to change the conditions for the participation in the program if specific reasons require it;
- to manage the tuition fees policy; to decide the amount of general costs kept by the coordinating institution; etc.



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Financial Management

Many consortiums manage the financial resources as follows:

- 30.000 Euros Flat-rate: administrative's salary, annual meetings, intensive week, etc.

- The total amount of tuition fees are distributed as follows:

- $x\%$ distributed among the partners as contribution to the master course operation costs (incl. students' health car insurance):

Tips: this % varies accordingly to the number of enrolled students and the period of enrolment (calculated in semesters)

- $y\%$ distributed as “programme financement” in one or two instalments, this % can be equally distributed among the partners or distributed proportionnally to their expenses (national fees vary significantly among partners).

Tips: partners must trust each other, each year a new financial amendment (compromise) has to be negotiated among partner.



Program Management

The **JGC** also relies on teaching staff members in each partner university, in order to guarantee the day-to-day running of the CIMET program, such as:

- collection and monitoring of participating students curriculum;
- support the organization of common and compatible modules schedules;
- preparation, collection and distribution of periodic reports;
- processing and provision of students and scholars scholarships;
- organization of periodical meetings.



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Program Management

An [Quality Assurance, Evaluation and Supervision Board](#) (QAESB) has been set up by the consortium.

- The QAESB includes: - one representative member for each university of the consortium; - two external members from two other Erasmus Mundus programs),
- two external members from companies (Technicolor, France & Nokia, Finland).

Program Management

To supervise the program, the QAESB determine:

- the accurate procedures to evaluate the development and quality of the program;
- the criteria and the actualization and improvement procedures of the program;
- the analysis procedures to evaluate the professional insertion of all the graduated from the Master and their satisfaction level for the received formation;
- the mechanisms for the administrative management and the certification of the results,
- the procedures for the evaluation of teachings and teachers.



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Quality Assessment Management

- The work of the QAESB is to regularly evaluate the quality of the individual teaching. The assessment is based on the analysis of individual interviews and online questionnaire filled out by all the students for each module, at the end of each module:



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Quality Assessment Management

- Students anonymous questionnaires and interviews with representatives,
- Teaching staff anonymous questionnaires and interviews,
- Faculty advisors questionnaires and interviews,
- Administrative questionnaires and interviews,

Results are made public and discussed by the students at the end of each year. This allows the program to improve and adapt as well as the tools for assessing the impact of quality assurance on learning.



The aim is to build a **reputation in the duration** of the program based on:

- The quality of the management
- The quality of the academic program offered
- The quality of the research activities
- The visibility of this Msc program
- Possibilities for doctoral studies and jobs



Program Attractivity and Course Visibility

Program Attractivity and Course Visibility

Types of actors involved in the development & sustainability plan – what benefit for them in the mid-and long run?

- **Students** – attractiveness of the EMMC & career perspectives.
- **Partner institutions** - extension of their existing partnerships and networks, new forms of cooperation, joint doctoral programmes based on the EMMC.
- **Professional sectors**, including (current or prospective) associated members – possibility to employ highly qualified and bi/multilingual people whose training was adapted to the professional sectors' requirements.

Program Attractivity and Course Visibility

Concrete measures for enhancing attractiveness

- Extension to the EMMC to an EMJD: continuation of the EMMC in the academic sector.
- Highly valuable degree & career opportunities in the professional sector.
- Funding opportunities other than EM both for students and the consortium – looking for new partners.
- Fee Waiver Policy

Tips:

- During the promotion campaign provide students not requesting an EM scholarship with a list of funding opportunities(other than EM).*
- Inform in the selection notification letter applicants who are not selected to an EM scholarship but admitted to your EMMC about other funding opportunities.*
- Inform potential sponsors about your EMMC (i.e.Embassies offering government scholarships, private funds etc.).*

We had in the last four years a lot more applications than study places

In 2011: 1071 accounts created 307 complete applications 18 partially filled 746 unusable.

In 2010: 483 accounts created 125 complete applications 43 partially filled 315 unusable

In 2009: 533 accounts created 150 complete applications 40 partially filled 330 unusable.

In 2008: 400 accounts created 80 complete applications 92 partially filled 192 unusable.

(50 Ethiopia, 46 Pakistan, 31 India, 20 China, 15 Nigeria, 10 Bangladesh, 10 Indonesia, 10 Iran, 8 Ukraine, 7 Russia, 6 Kenya, 4 Nepal, 4 Palestine, 4 Turkey, 4 Uganda, 4 Ghana, 4 Macedonia,, 4 Brazil, 4 Cameron, 4 Taiwan, 4 Vietnam, 3 Tanzania, 2 Serbia & Montenegro, 2 Venezuela, 2 Thailand, 2 USA, 2 Spain, 2 Yemen, 1 Germany, ...)

Reasons for this situation:

- Promotion of the Erasmus Mundus Programs by the EU
- The Master CMET has become more recognized
- Field of Global Studies is becoming more and more popular

We had also now more **self-paying students** than in the first three years (tuition fees for third-country applicants : 4000 euros/year and 2000 for EU applicants), and more **international students** in our national master degrees (backed to our EMMC) than before.

Program Attractivity and Course Visibility

Concrete measures for enhancing attractiveness

Tips:

- Its really hard to define precise objectives and to define measures to safeguard the development and the viability of a master course project in the long run, results are often below expectations as many countries offer scholarships for international students.*
- Each year many applicants (selected in the main list) drop out as there is a strong competition among international master courses.*
- 75% of received applications are ineligible (around 1100 accounts created in 2011 for only 307 usable fully applications), too many unusable applications, too many incomplete applications, applicants did not read the admission requirements (nor the FAQ !). The online application system must be adapted to face these issues.*

2008-2010

First CIMET cohort



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2009-2011
cohort

Second CIMET



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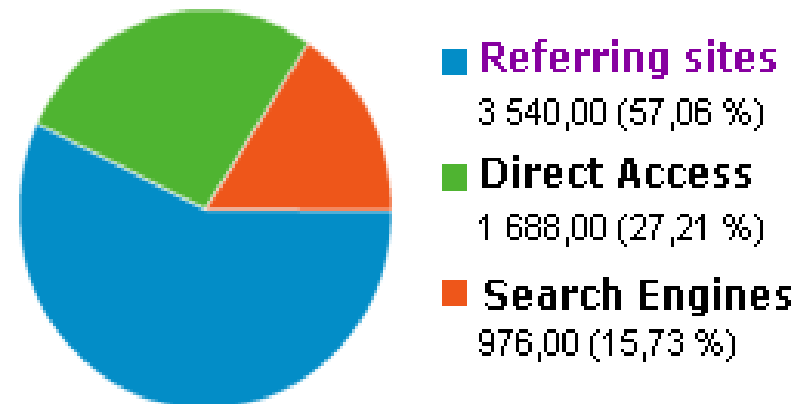


How students learnt about our course ?

(Source Google Analytics)

- Diversity of referring sites :

- eacea.ec.europa.eu (24%),
- google (15%),
- scholarship forums (12.7%),
- national agencies (8%)
- facebook (3%),
- others (various sources)



Program Attractivity

(Source Google Analytics)

- homepage (26 % of pages viewed)
- application procedure (24 %)
- study program (5.7%)
- scholarship (3.5 %)
- consortium (3 %)

- 3 pages viewed per visit
- average time per visit : 6:33 mn
- bounce rate : 52 %

- Website

(see <http://www.master-erasmusmundus-color.eu/>)

- Design, content, access the information, ...
- Professional prospects and industrial relationships
- International Students Handbook
- Video(s) with testimonies, "success stories"
- Updated input and recent news

(show that the site is alive and that you are active!)

10 Good reasons to join the Master CIMET

Aim: Offer a joint European curricula in innovative research areas; Add a significant value to the academic education of the students; Foster European prominence within the educational and scientific international arena.

- Become a **color scientist**, within the interdisciplinary context of computer vision and imaging science, photonics, computer science and media technology.
- Study in a **highly specialized scientific programme** with the best laboratories in Europe, in a fast-moving scientific environment.
- Obtain an **EU accredited “Erasmus Mundus”** Master Degree Diploma (double diploma minimum).
- Be **financially sponsored** by the Erasmus Mundus Excellence scholarship or a Consortium scholarship.
- Benefit from strong relationships with industries to boost your **career prospect**.
- Participate in **summer internships** in one of the laboratories of the CIMET consortium.
- Complete your Master Thesis on a scientific or technological topic during one semester in one of the **best color laboratories** in the world.
- Obtain a **strong experience in applied research** through practical sessions and research projects.
- Be part of an institutional and academic network in order to maximise your **PhD opportunities**.
- Participate in a truly **international** master programme with students from all around the world and study in English in up to **four European countries**.

- **Website & International Students Handbook**

Good points to point out

Main criteria for selecting a European University : See Report on Perceptions of European Higher Education in Third Countries, Project 2004 – 3924/001 – MUN-MUNA31.

- Program in English, Internationally oriented, Worldwide recognition of degrees/diploma supplement, **Level of support provided to International students.**
- High Academic Standard, High Technological Environment, Modern/Innovative and creativity, Flexibility of study/research, Practice-oriented education,
- **Well-organized study programs, transparent and simple admission procedures,**

- Website & International Students Handbook

Good points to point out

Main criteria for selecting a European University :

- High Standard of Living, Welcoming environment, Richness and diversity of Tradition/Cultural heritage,
- A safe (clean) and stable place to study, Open-minded/tolerant environment, Excellent health care, Cost of study programs and of live.

. / ...

- International Students Handbook

The objective is to provide a huge amount of information to face the gap between information generally provided to students and the reality (concerning finances, way of life, immigration policy, obstacles in education systems, ...).

ISH based on recommendation of (Action 3) EACOVIOE program, see <http://www.eacovioe.org/>

Part 1 : Everyday life - practical information

A. useful information for your travel

1. CHECKLIST

- a) List before departure home country b) List of formalities upon arrival c) Clothing

2. ACCESS / GETTING THERE

- a) General instructions (by plane, train, shuttle, car, etc...) b) Maps

B. Everyday life

1. ACCOMMODATION / LODGING

- a) Accommodation list (average cost level) b) Organization that handles the accommodation c) Average cost

2. FOOD & BEVERAGE

- a) Where to buy (Supermarkets) b) Shopping in France c) Cost
 d) Special food (hallal, etc...) e) Eating in France (mealtime, tipping)

3. TRANSPORT

- a) Traffic rules (vehicles, cyclists and pedestrians) / Traffic sense (Left or right) b) Road taxes
 c) International Driving License d) Traffic Network e) Vehicle insurance f) Public

transports (Cost)

C. Facilities

1. INTERNET FACILITIES

2. LANGUAGE COURSES b) Internet providers c) Mobile
 a) Free courses / Wifi

phones internet

3. SPECIAL NEEDS b) Special Courses for foreigners
 a) Centers

D. Emergencies

1. EMERGENCY NUMBERS
 a) Availability/Support

b)

a)

ISH based on recommendation of (Action 3) EACOVIOE program, see <http://www.eacovioe.org/>

Part 2 : Culture, environment & way of life

A. Culture

1. CULTURE SHOCK

- a) Practical information b) Social interaction

2. RELIGION

- a) General knowledge b) Facilities

B. Environment

1. SAFETY & SECURITY

2. WEATHER a) Surroundings b) Precautions (cars, room doors, etc..., what you should NOT do...)

3. TOURIST a) Temperature b) Seasons c) Clothing

- a) Tourism in France b) Local attractions c) Tourist Guide and Office d) Special events

C. General Information

1. RULES & REGULATIONS (museum, theatre, etc..)
- a) General laws b) University rules and regulations c) Work permits
- d) Taxations (tv, part time job salary, VAT, etc...)
- f) Bar and Restaurants g) Shopping

2. GENERAL KNOWLEDGE OF THE COUNTRY

- a) Public holidays b) Events c) Working Days - Calendar

ISH based on recommendation of (Action 3) EACOVIOE program,

Part 4 : University

A. Administrative procedures and courses

- | | | | |
|----|-------------------------|-------------------------------------|----------------------|
| 1. | STUDENT CARD | a) Documents required | b) Benefits |
| 2. | | | |
| 3. | TUITION FEES | a) Fees by courses | b) Payment |
| 3. | TEACHING QUALITY | a) Student Assessment and feedbacks | b) Existing rankings |

B. Being a student

- | | | | | |
|----|--------------------------------|--|-------------------------|--------------------------------|
| 1. | STUDENT LIFE | a) Equal gender rights b) Academic Calendar (Holidays) c) Local Transport d) Specific prices for students (museum, cinema, ...) | | |
| 2. | CAMPUS ORIENTATION | a) Orientations week / day | b) Induction week / day | c) Family programme |
| 3. | STUDENT ASSOCIATIONS | a) Names of student associations b) Services offered by students (from local or from countries they come from) | | |
| 4. | STUDENT SUPPORT SERVICE | a) Peers | b) Tutors | c) Student guide d) Studies |

C. Facilities

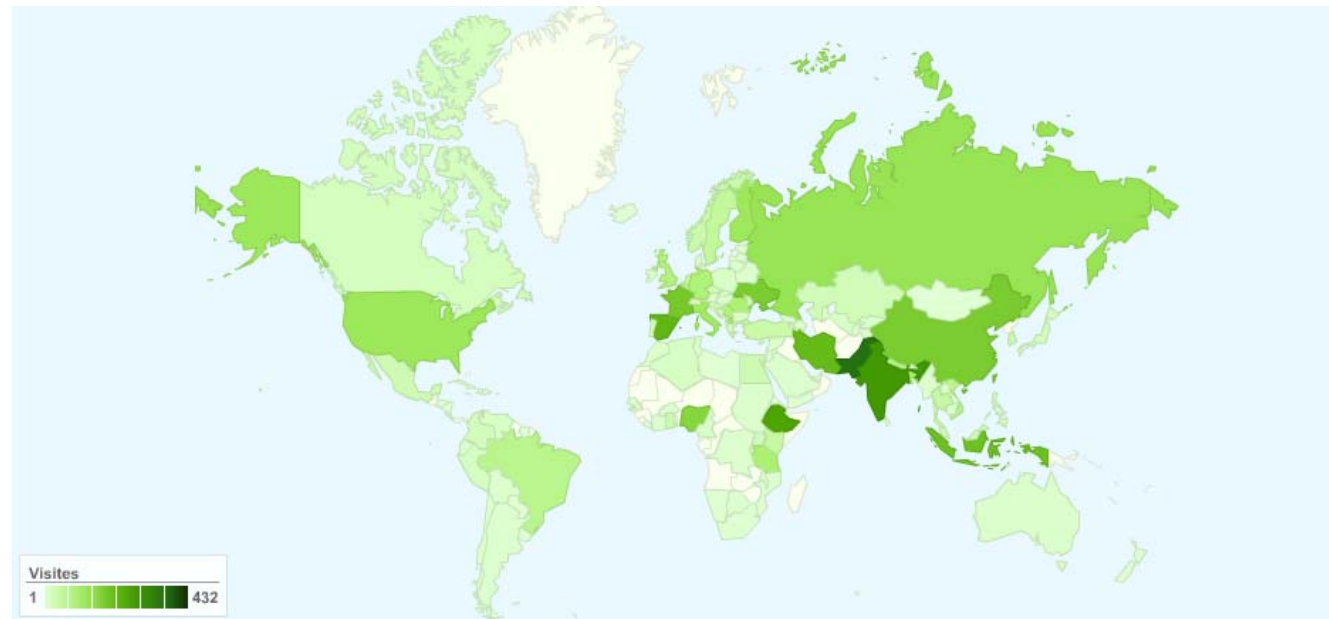
- | | | | | |
|----|------------------------------|---|------------------------------|-----------------------------|
| 1. | UNIVERSITY FACILITIES | a) Library b) University restaurants c) Sport facilities d) Laboratories | | |
| | | e) Academic Support f) Study areas g) Classrooms / Lecture rooms / computer rooms / lecture halls / Tutor rooms | | |
| | | h) International Student Service (link above) i) Meeting Areas / Student area j) Counseling | | |
| 2. | INTERNET FACILITIES | k) Job opportunities | l) Career development center | m) Health care |
| | | a) Free access | b) Wifi | c) Network / Computer rooms |
| 3. | LANGUAGE COURSES | a) Special Courses for foreigners | | b) Common requirements |
| 4. | | | | |
| 5. | SPECIAL NEEDS | a) Availability | | b) Support |

Program Visibility

(Source Google Analytics)

- Diversity of visitors:

- Asia (38 %),
- Europe (38 %)
- Africa (15 %)
- America (7 %)



Tips :

- Erasmus Mundus has become a well-known label in many emerging countries, but less known by European students –a more targeted promotion campaign is needed.*
- Cat. B scholarships are not enough attractives.*

How students learnt about our course ?

- Scholarship forums,

e.g.

- <http://Scholarship-Positions.com>,
- <http://cambodiajobs.blogspot.com/2007/07/scholarship.html>,
- <http://www.mladiinfo.com/>,
- <http://www.unistudy.org.ua/>
- <http://scholarships-links.com/>
- <http://www.freestudiesabroad.blogspot.com/>
- <http://www.mastersportal.eu/>
- .../...



Perenity, Sustainability and promotion strategy

Perenity and promotion

- Staff Visits,
- Mailing list
(Email sent to referees of previous applicants, ...)
- Social networks, Forums
(such as Facebook, Twitter or LinkedIn)
- Press releases
*local, national, or international newspapers/magazines, interviews
TV/radio.*
- Education Events/exhibitions/ student conferences, scientific conferences

Perenity and promotion

e.g.

- Impact of an indirect promotion of the program in a scientific conference at San Jose, USA (January 2010).



- Impact of a direct promotion of the program at Hanoi Technical University, Vietnam (December 2010).



Perenity and promotion

- Higher Education fairs
(expensive and little feedback)
- Bilateral agreements with other Universities
(for student exchanges, staff exchanges)
- Network and Information of the International Offices of our EU-Partner Universities
- Flyers, brochures, posters
- Advertising items
(T-shirt, Mugs, pencils, ...)

Perenity and promotion

- Alumni Organization

(e.g. Erasmus Mundus, CIMET)

- National Agencies

Tips:

- Satisfied students are the best promoters.

- Create a student & alumni association for a EMMC and use the network of Erasmus Mundus Student and Alumni Association for promoting a EMMC with the help of satisfies tudents.

Program promotion

- EM program is well-known in third countries (in China, India, Pakistan, etc. but also in US, Canada, Japan, etc.) and less known in EU !
- Non EU students consider that scholarships of cat. A are very attractive. EU students are not aware and consider that scholarships of cat. B are not very attractive !

Perenity and promotion

. Partnerships with companies



CIMET benefits from strong relationships with industries, boosting career prospect.

Measures for sustainability

- Try to secure the number of scholarships from Region/State and private organizations with an interest for the program
- Increase the number of scholarships by creating a fund from the consortium.
- Lower tuition fess and give many tuition scholarships to very good students.

Measures for sustainability

- Minimize the load on the participating faculty by building the EM program around courses that are already offered as part of an existing graduate program. This requires that the course of the existing program is offered in English.
- Strongly encourage faculty members to submit proposals and raise research funding.



Good luck !