

Appendix B to Nordic Centre report on

Sino-Nordic Degree Collaborations

Presentations from workshop at Nordic Centre, October 17, 2016

PRESENTATIONS IN APPENDIX B

- PDF P. 3** **Double master's degrees in European Studies, International Administration and Global Governance, and Political Science [University of Gothenburg, Fudan University, beginning in 2017]**
Associate Professor Urban Strandberg, University of Gothenburg
- PDF P. 13** **Parallel Master's degree in China Studies [University of Copenhagen, Zhejiang University, University of Oslo, Stockholm University, Aarhus University; since 2012]**
Professor Jørgen Delman, University of Copenhagen
- PDF P. 24** **FuTuRE: Double master's degree programme in information and communication technology [University of Turku, Fudan University, since 2013].**
Professor Ran Liu, Fudan University
- PDF P. 38** **Double master's degree in Sustainable Energy [NTNU: Norwegian University of Science and Technology, Shanghai Jiaotong University]**
Professor Trygve Eikevik, NTNU – Norwegian University of Science and Technology, and Associate Professor Yong Li, Shanghai Jiaotong University
- PDF P. 48** **Various social science double master's degrees [Lund University, Fudan University, since 2011]**
Senior Lecturer and International Coordinator Kjell Nilsson, Lund University
- PDF P. 55** **MARIHE - Master's Degree Program in Research and Innovation in Higher Education [University of Tampere, Beijing Normal University]**
Adjunct Professor Cai Yuzhuo, University of Tampere, and Professor Liu Baocun, Beijing Normal University
- PDF P. 69** **Advantages of Double Degrees and Joint Programs – motivations and models**
Dr. Andreas Göthenberg, Executive Director, STINT, Swedish Foundation for International Cooperation in Research and Higher Education
- PDF P. 83** **Administrative perspective on double degrees**
International Education Adviser Esko Koponen, University of Helsinki

WORKSHOP ON DOUBLE DEGREES: COMPARATIVE PERSPECTIVES ON SINO- NORDIC COLLABORATIONS

**NORDIC CENTRE
OCTOBER 17, 2016**

Workshop programme

- 10.00 Welcome, Presentation round, Introduction
- 10.20 Presentations of existing or planned Double or Joint Degrees collaborations
- 12.00 Plenary discussion
- 13.00 Lunch
- 14.30 Business representative's perspectives
- 15.30 Group-based experience sharing and discussion
- 16.30 Coffee break
- 17.00 Reports from group discussions
- 18.00 Concluding remarks: "Double Degree A to Z" and the role of Nordic Centre in promoting and supporting Sino-Nordic Double Degrees
- 18.30 End of Workshop

Documentation of the workshop will be provided by Nordic Centre staff

What's in it for the student?

- Benefit from the academic excellence at two (or more) university departments
- Cultural and social soft-skills experience from another country
- "Two for the prize of one": two year study – two degrees
- Facilitate employability in another country by lowering the thresholds for entering the other country's job market

What's in it for the academic departments?

- Institutionalised academic international collaboration
- Paving the way for research collaboration and Promoting the linkage between research and education
- Quality check and evaluation
- Inspiration and incentive for development and expansion
- Outreach and work-life relevance
- Expanded population of future students – recruitment

Challenges, and how to overcome them

- Getting stuck and lost in University and country specific rules and regulations: trust; general agreements; acknowledge each others syllabuses and curricula
- "Devil is in the details": start collaboration and prepare to learn, revise, and modify under way (prepare to expand Q&A-lists)
- Financing, costly to spend one year in another country: scholarship programs; (try to) mobilize government funding

Sino-Nordic Double Degree Collaboration

- Meeting place for Chinese and Nordic academic departments who are organizing or planning to organize Double Degree: experience sharing, competence enhancing, spreading of information
- Meeting place for Double Degree students
- Meeting place where Chinese and Nordic business representatives meet academics and students engaged in Double Degree

Gothenburg-Shanghai Double Degrees Masters Exchange Studies Programs

The Nordic Partner

- Department of Political Science, University of Gothenburg, Sweden: three international 2-year masters programs: European Studies (MAES), International Administration and Global Governance (IAGG), Political Science (MAPS). 100-120 MA-students admitted each September
- Promoting international partnerships in Europe and overseas
- Double Degree collaboration with Konstanz University, Germany (2014-)
- Currently planning Double Degree collaboration with Department of European Studies, Charles University, Prague, Czech Republic, and Centre for European Studies, University of North Carolina at Chapel Hill, USA

Gothenburg-Shanghai Double Degrees Masters Exchange Studies Programs

The Chinese Partner

- SIRPA – School of International Relations and Public Affairs, Fudan University, Shanghai: Chinese 3-year masters programs, and three international 2-year masters programs in Comparative Politics (CP), Chinese Politics and Diplomacy (CPD), and International Public Policy (IPP), admitting 130 MA-students each September
- Ongoing Double Degree collaborations with Sciences Po, Paris; Lund University, Korea University, Keio University, och Kobe University

Planning, implementation, developing

- First meeting at SIRPA in April 2014, fourth meeting on October 18, fifth meeting in Gothenburg on 13-14 December
- Gothenburg-Fudan double degree started 2016
- Three students from each department
- Each party responsible for admitting students according to own and joint requirements
- Participation in the regularly running masters programs
- First year in Gothenburg, second in Shanghai
- 1-to-1 regarding study fees: Shanghai students are not paying fee since Gothenburg students are not paying fee either

Planning, implementation, developing (more)

- Thesis written and examined in Shanghai
- Scholarships for SIRPA-students when studying in Gothenburg
- Research workshop: December 2016, Gothenburg

An offer you can refuse: Parallel degree in China Studies

Jørgen Delman
Professor,
China Studies

UNIVERSITY OF COPENHAGEN



A new age for CHINA STUDIES

- Greater demand for China related skills
- Demand for high level of language proficiency
- Easy access to China
- China Studies in China

What is China Studies?

- A language based area study
- Language used as tool to study the country/region
- Focus on contextualizing analyzed phenomena, i.e. bringing specific “China” competences into play
- Strong focus on content part; not just a language study
- Theories and methods from various disciplines; cross-disciplinarity

• “More difficult than theoretical physics” 😊

Partners in the Agreement

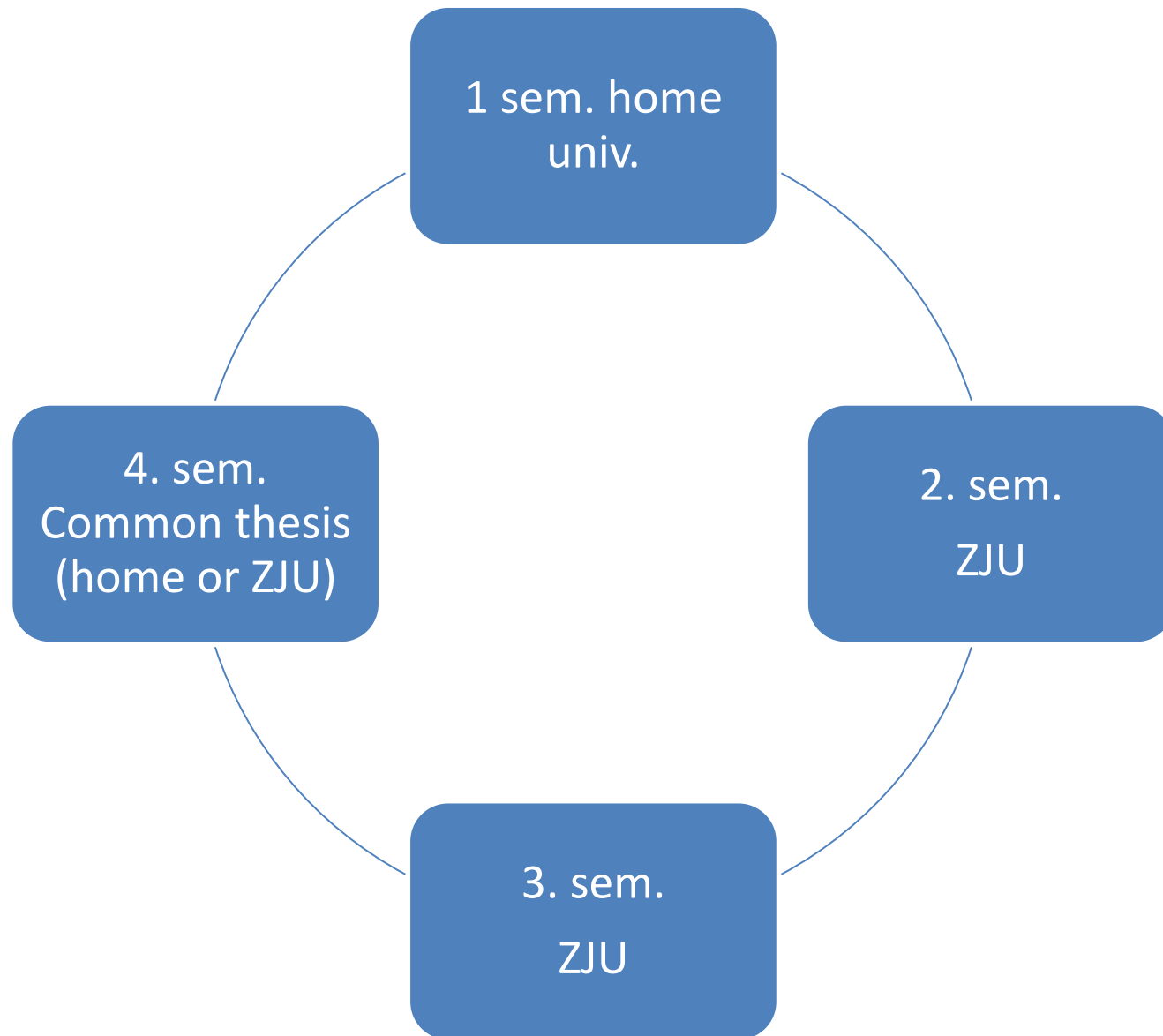
- Zhejiang University
- Oslo University
- Stockholm University
- University of Aarhus
- University of Copenhagen

Purpose of Agreement

- Provide Nordic at MA level students with teaching in Chinese of content courses in China within humanities and social sciences
- Offer a parallel degree

Agreement

- Academic program shaped on the basis of normal requirements for MA programs at ZJU
- Equal contents from humanities and social sciences
- Combined with four intensive courses per year taught jointly by Nordic and Chinese teachers (in English and Chinese)
- Additional opportunities for language training
- Possibilities for fieldwork, traineeships in Hangzhou etc.



Operational characteristics

- Students enrolled at two universities simultaneously
- Only thesis is common part; students in charge of credit transfers
- Managed by ZJU Faculty of Humanities, China Studies Program
- Tuition free of charge – based on bilateral exchange agreements



Field visit with one of China's major developers



Challenges

- Thought as a good offer to Nordic students, but they are difficult to attract – they can refuse
- Coordination
- Flow of information
- Language qualifications of students (listening and speaking)
- Teachers need to adapt language-wise

Results

- About 30 students through in 5 years
- Strong partnerships between most co-teachers
- Close collaboration with ZJU in research
- Frequent Nordic guest lectures at ZJU
- Nordic consortium for China Studies (ERASMUS+)
- Generally positive evaluations from students (on balance)
- Partners have also been generally satisfied

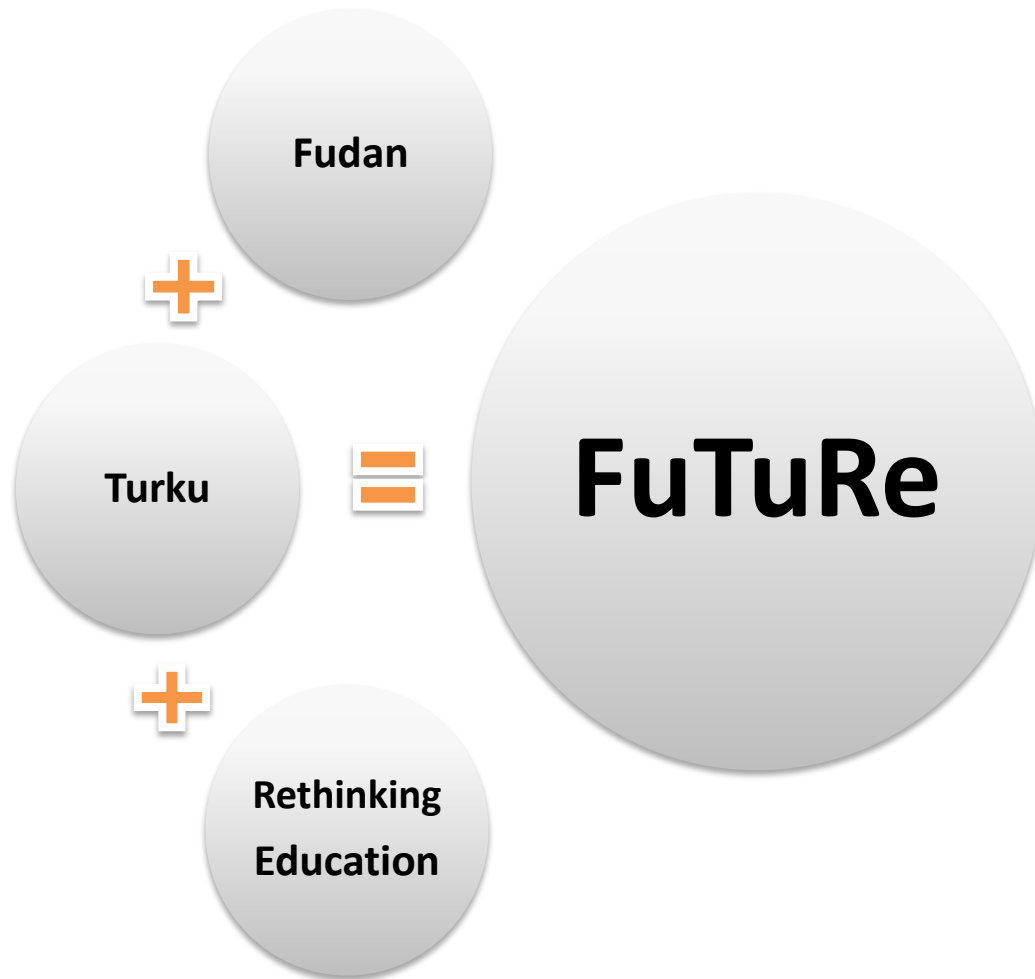
FuTuRe:
FDU-UTU DOUBLE MASTER'S DEGREE PROGRAMME IN ICT

17.10. 2016 @ Nordic Centre, Fudan University

Ran LIU

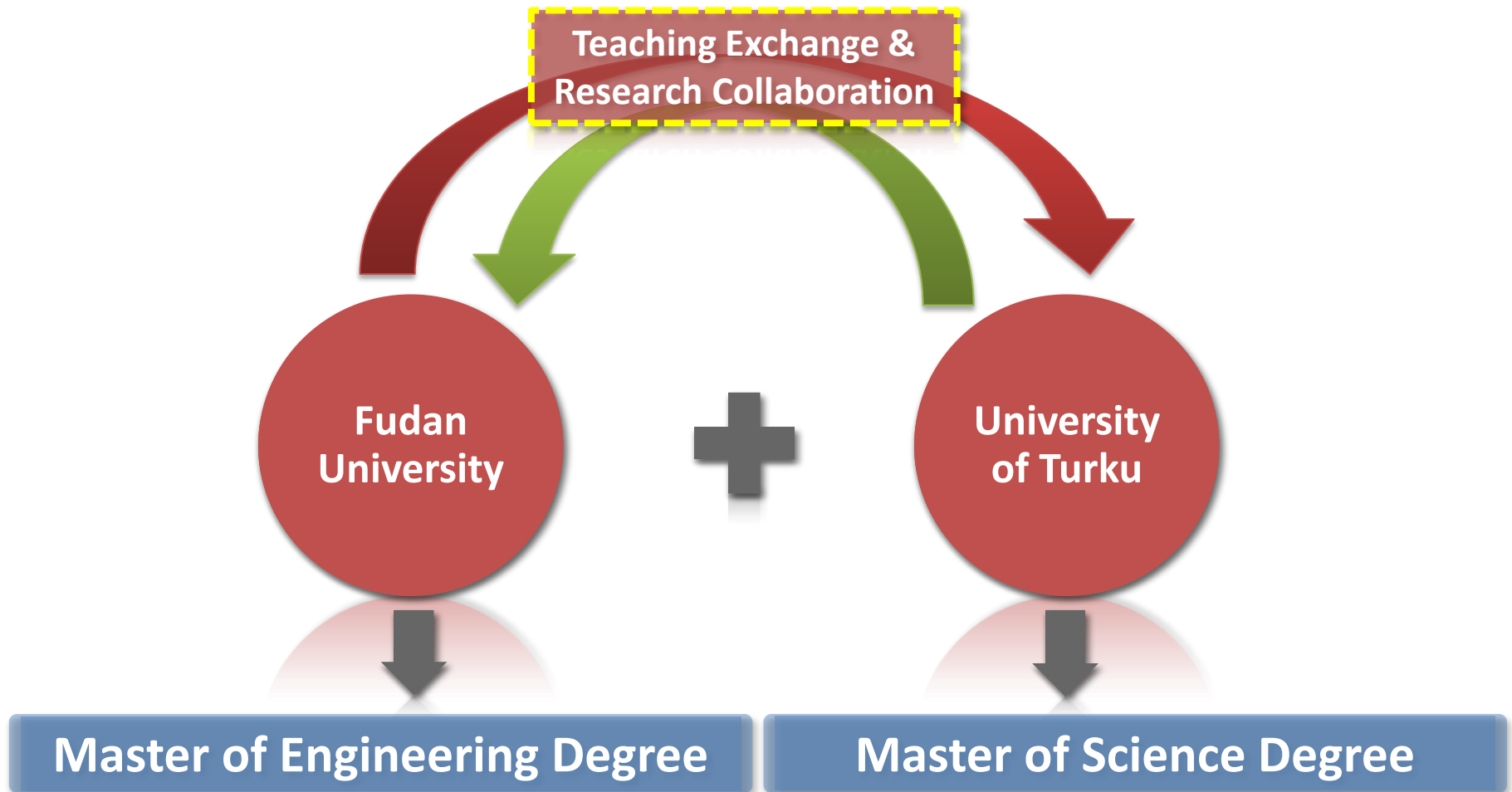
Dean for Internationalization
School of Information Science and Technology, Fudan University, China

FuTuRe



- UTU-FDU Double Master's Degree Programme in **Information and Communication Technology**
- Starting in 2013
- 3 semesters at the home university, 1 semester at the host university
- Specialty courses and mini-projects at Fudan; Capstone Project and specialty courses at UTU

FuTuRe



FuTuRe 2013

(Picture of the first class, taken in September 2013)

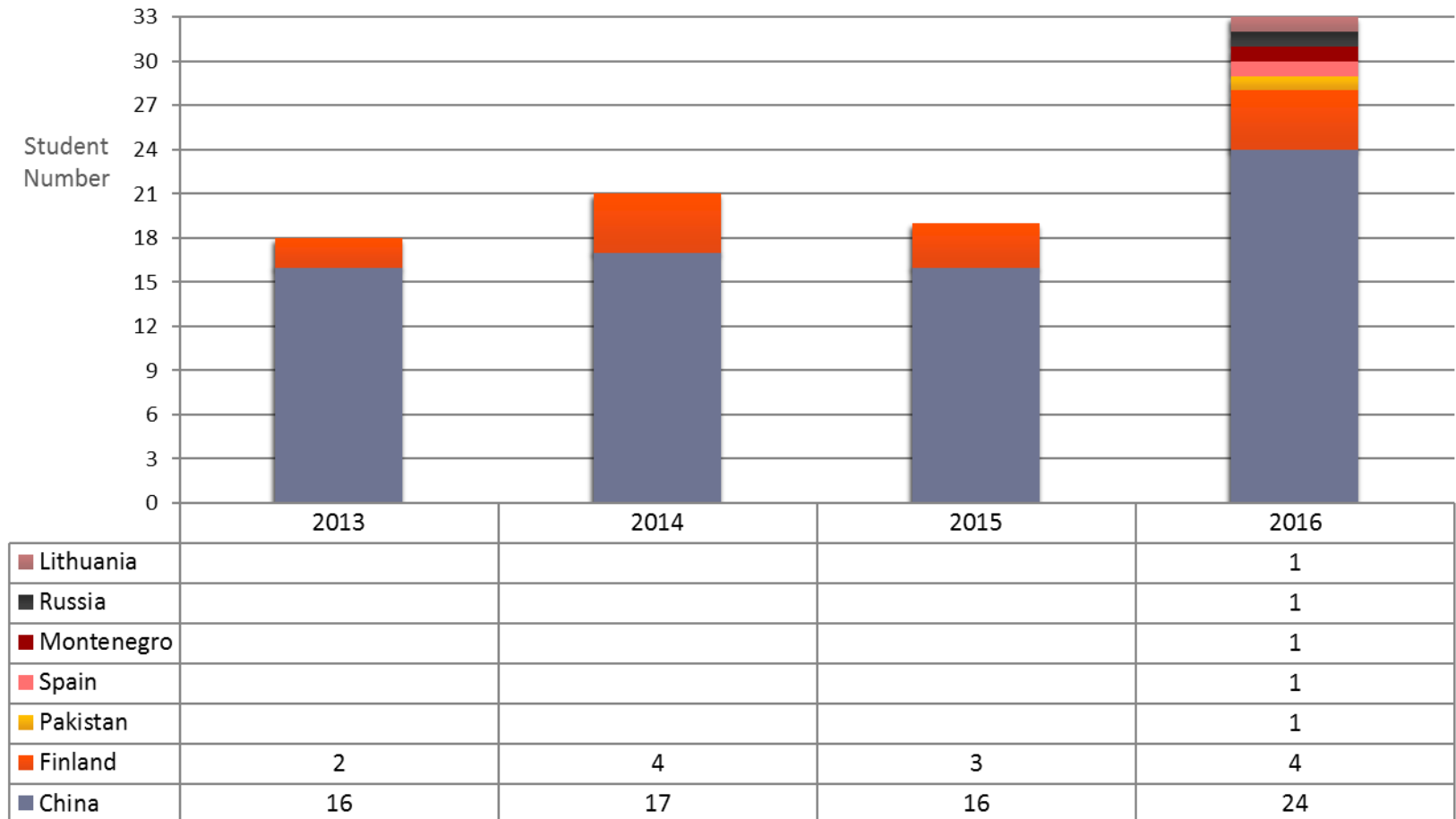


Ceremony of the Completion of Studies

(Picture of the first class, taken in June 2015)



Recruitment 2013-2016



Issues and measures

Curriculum Design

- Fudan: needs more English taught specialty courses in ICT and Engineering
- UTU: needs more well designed Capstone projects

Fudan: Policy support
Triple teachers' workload calculation

Introducing good courses from UTU

UTU: recruit new staff with strong professions background and solid tie with industry to design Capstone projects

Setting up 17 English taught courses.

Course quality ensured

Many Projects for students to choose when at UTU

Issues and measures

Education System Difference

- Fudan: Fall semester Sep-Jan; Spring semester usually Feb-Jul
- UTU: Spring semester starts in the beginning of Jan, and semesters are further divided into several periods.

Fudan: Introducing short semester system with intensive course schedule (avr. 9 weeks/course)

A designated classroom

Making Teaching exchange possible and Students exchange smoothly

Enabling Flexibility

Teaching and Learning

Chinese and international students:

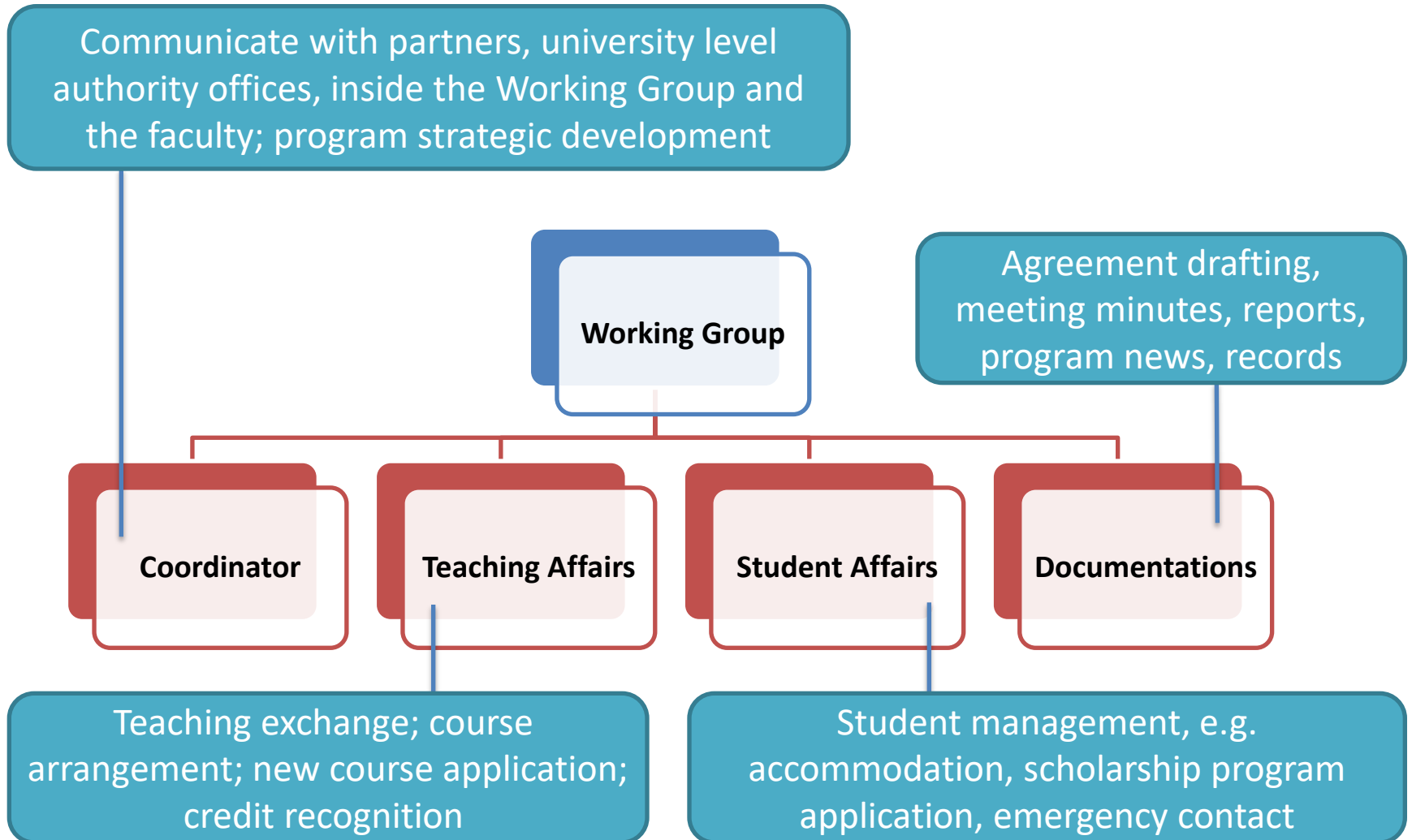
- Different behavior in class
- Different performance in projects and exams
- Different way of thinking and learning

Taking culture difference into consideration

- Inspire students' motivations
- Tailored course about teaching and learning methods in engineering study



Program Management



Key Enablers

1

- Active Dialogue and mutual trust between partners

2

- Support and commitment at all level

3

- Working Group handling with practical issues

4

- Quick reactions to students' feedbacks

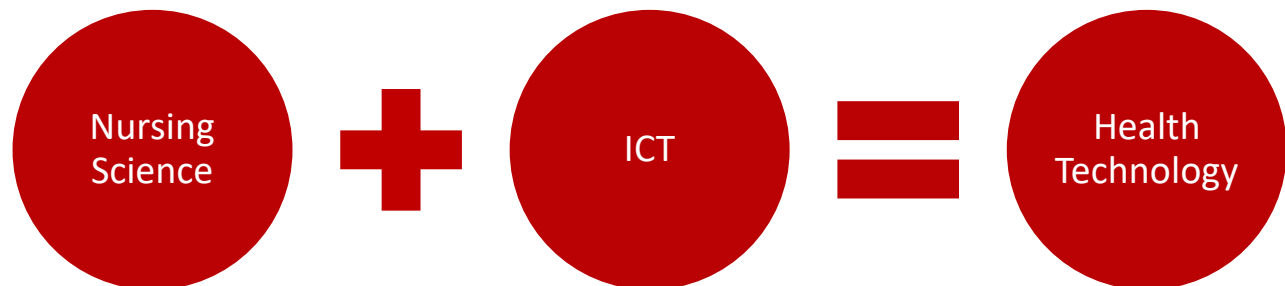
Future FuTuRe

Short Term Plan:

- Build brand name
- More international

Long Term Plan:

- More partners and more classes/specialties
- Set up a new direction combining Nursing Science and ICT.



Thank you!



Double Degree Master Program in “Sustainable Energy” at SJTU and NTNU

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Professor



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Science and Technology
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School of Mechanical Engineering

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<http://me.sjtu.edu.cn/English/Faculty/showDetail.aspx?id=220>

Planning of the program

- Suitable master program with similar structure at both universities
- Discussion of courses of each other programs – content and credits
- Defining the area of common interest – Research program
- Making agreement with appendix describing the programs in each University

Description of the program performed at both Universities

- Describing the study program – structure of the program
- Description of the courses at home and host university - credits
- Calendar of activities
- Applications to the program – selection of students
- Summer school – common courses for all the students after 10th semester at SJTU (all students in Shanghai)
- Culture and language course
- Selection of the topic for the research project
- Role of the supervisor and co-supervisor
- Joint publication of results
- Defense of the master thesis – composition of jury – grading

Different length of study programs in Engineering

NTNU 5 year Master programs in Engineering

Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster
1 Master program Year 1	2 Master program Year 1	3 Master program Year 2	4 Master program Year 2	5 Master program Year 3	6 Master program Year 3	7 Master program Year 4	8 Master program Year 4	9 Master program Year 5	10 Master program Year 5

↓ Master

Or NTNU 2 year Master programs (national) in Engineering

NTNU students from
Norwegian University Colleges
holding a BSc degree in engineering

Seme ster	Seme ster	Seme ster	Seme ster
7 Master program Year 1	8 Master program Year 1	9 Master program Year 2	10 Master program Year 2

↓ Master

SJTU Bachelor and Master programs in Engineering

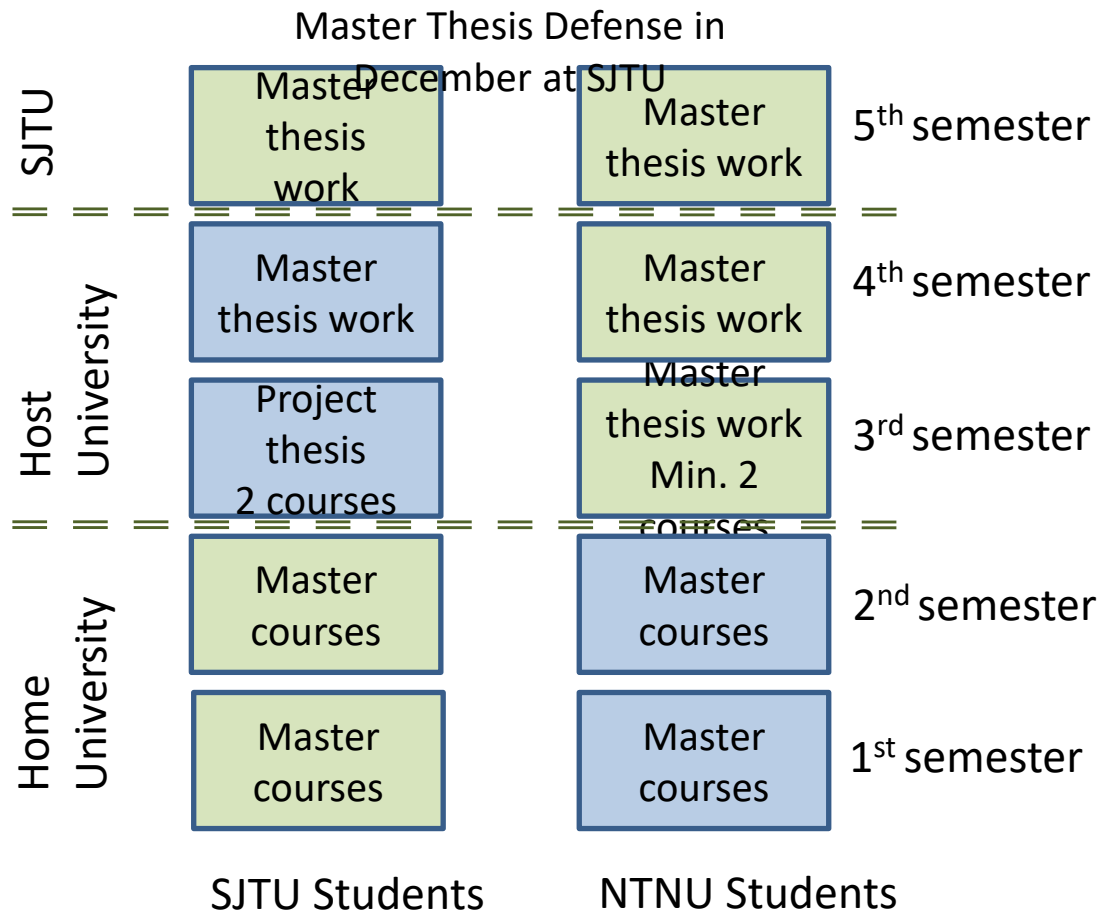
Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster
1 Bachelor program Year 1	2 Bachelor program Year 1	3 Bachelor program Year 2	4 Bachelor program Year 2	5 Bachelor program Year 3	6 Bachelor program Year 3	7 Bachelor program Year 4	8 Bachelor program Year 4	9 Master program Year 1	10 Master program Year 1	11 Master program Year 2	12 Master program Year 2	13 MS c

Year
3

↓ Bachelor

↓ Master

Study program



At SJTU

At NTNU

All students have to deliver Project work in 3rd semester to NTNU. Project work is a pre study of the Master thesis.

Joint study program in Engineering

NTNU 5 year Master programs in Engineering

Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster
1	2	3	4	5	6	7	8	9	10	11
Master program Year 1		Master program Year 2		Master program Year 3		Master program Year 4		Master program Year 5		MS c

Or NTNU 2 year Master programs in Engineering

Recruiting students from
Norwegian University Colleges
holding a BSc degree in engineering

Seme ster	Seme ster	Seme ster	Seme ster	Seme ster
1	2	3	4	5
Master program Year 1		Master program Year 2		MS c

SJTU Bachelor and Master programs in Engineering

Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster	Seme ster
1	2	3	4	5	6	7	8	9	10	11	12	13
Bachelor program Year 1		Bachelor program Year 2		Bachelor program Year 3		Bachelor program Year 4		Master program Year 1		Master program Year 2		MS c

Master

Master

Master

Students gets two Master degrees

Students from from SJTU

Master Degree in **Power Engineering** from
SJTU

+

Master Degree in **Sustainable Energy** from
NTNU

Students from from NTNU

Master Degree in **Power Engineering** from
SJTU

+

Master Degree in **Mechanical Engineering**
from NTNU

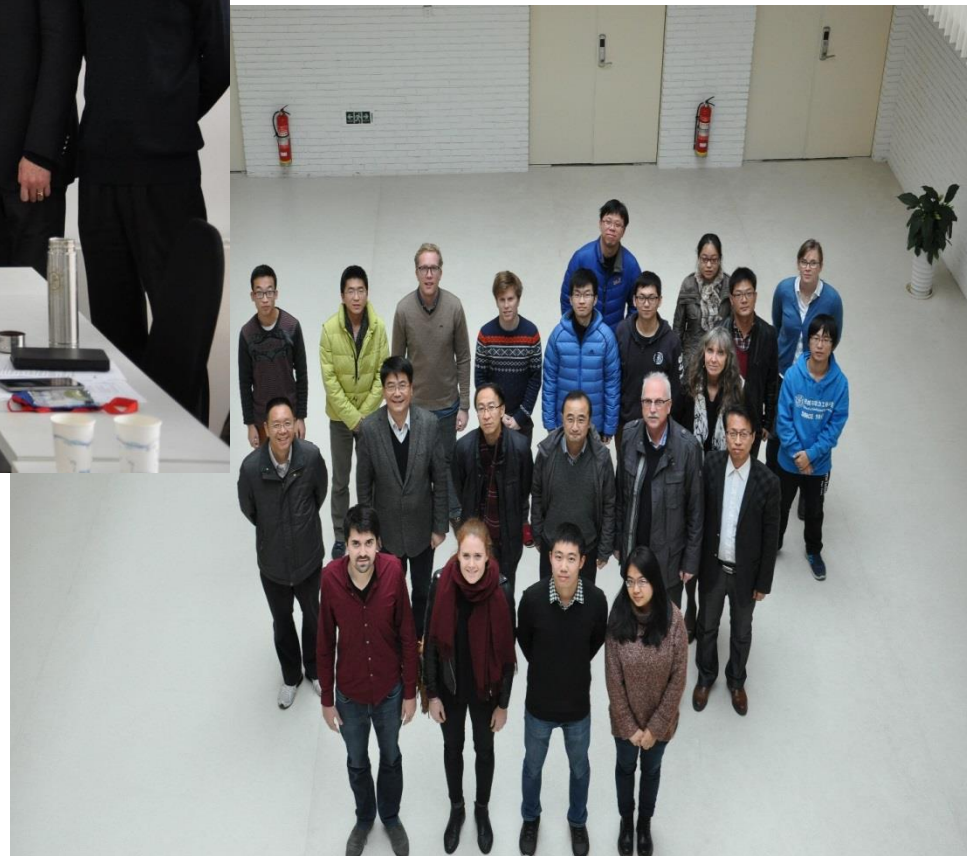
Recruitment of students

SJTU

- Students find professor to cooperate with at the entering of the master program
- Professors encourage the students to join the program

NTNU

- Students not linked to professor before 5th year (Project and Master thesis)
- Promoting the program in early stage of the study in all possible forums – given in selected courses in every level of study
- Very many students go to international universities in their 4th year – encouragement to go the 5th year ++





**Thank you for
your attention!**

谢
谢

Double Degree Master's Programme Fudan-Lund

Faculty of Social Sciences, LU

School of Social Development and Public Policy, FU

Kjell Nilsson

Nordic Centre 2016-10-17

Two degrees

- The students fulfilling the requirements for a double degree according is awarded a Degree of Master in Global Studies or Development Studies or Social Studies of Gender, with a major in sociology, social anthropology or social work, at Lund University and a Degree of Master in Social Anthropology, Social Work, or Sociology with specialisation in Chinese Society at Fudan University.
- Degrees are issued separately according to the working procedures and regulations at Fudan University and Lund University.

Programme structure for a student in a social science Master's programme at Lund University

- *Courses at Lund University:*
- Profile courses in subject/discipline, 30 ECTS credits
- Theory of Science/Research Methods, 30 ECTS credits
- *Courses at Fudan University:*
- Compulsory and elective courses, 30 ECTS credits

Programme structure for a student in a master's programme at Fudan University

- *Courses at Fudan University*
- 30 ECTS credits from courses in the students' home master's programme (in any language)
- Accreditable courses at Fudan university, 30 ECTS credits (in English)
- *Courses at Lund University:*
- Compulsory profile courses, 15 ECTS credits
- Theory of Science/Research Methods, 15 ECTS credits

Master's thesis

- Master's thesis, 30 ECTS credits
- Supervised by the assigned professors and assessed by a joint evaluation committee from both universities
- The thesis is written in English. For Fudan students also a version in Chinese, for Lund students a long abstract in Chinese (5 pages)
- The thesis is defended on a seminar at the home university according to the home university's procedures. Virtual seminar at host university.

Entry requirements

- The students are enrolled in a Master's programme at Lund University and at Fudan University
- Have a Bachelor's degree in the major discipline or equivalent
- A minimum average grade in their Bachelor's studies equivalent to 3.0 in cumulated grade point average (CGPA) out of 4, C in the ECTS grading scale, and B in an American grading scale
- Proficiency in English: A TOEFL score of at least 575 (Internet Based score: 90), or an IELTS score of at least 6.5 (with no score less than 5.5)

Student and teacher exchange

- The programme is connected to the exchange programme between Lund University and Fudan University, waiving tuition fees for students.

Lessons from the MARIHE

An Erasmus Mundus Joint Master's programme

Workshop on Double Degrees, Nordic Centre, Fudan University,
17 Oct 2016

Baocun Liu Beijing Normal University

Yuzhuo Cai University of Tampere

MARIHE

- Masters Course Research and Innovation in Higher Education (MARIHE),
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- The consortium:
 - Danube University Krems (Austria)
 - University of Tampere (Finland)
 - University of Applied Sciences Osnabrück (Germany)
 - Beijing University (China)
- The first Erasmus Mundus Masters Course with a Chinese university as a full partner who is responsible for hosting an entire semester teaching for the students in Beijing
- The EU side allow and expect BNU to offer a joint or dual degree.

Legislation barriers

- The current Chinese legislation (Degree Act) does not allow a Chinese university to offer joint degrees with foreign universities.
- In addition, a student must study minimally one year at a Chinese university as one necessary condition to get a degree from the university.
- It is possible for Chinese HEIs to cooperate with foreign partners in dual degree programmes, but normally for Chinese students who have formally enrolled in the Chinese HEIs.
- It is possible for Beijing Normal University to offer foreign students in the Erasmus Mundus programme a (separate) degree, but it is impossible to issue a degree for the Chinese students in the programme.
- According to the Chinese regulations, one necessary condition for a student of Chinese nationality to be awarded a master's degree at a Chinese HEI (such as Beijing Normal University) is that he or she has passed the national examination and enrolled in the institution. But when recruiting students to the Erasmus Mundus program, no applicant will take part in the Chinese master's degree programme enrolment examination.
- If only the foreign students get the degree from Beijing Normal University while the Chinese students not, it is not in line with the spirit of Erasmus Mundus.

Possible solutions

- China's National Plan for Medium and Long-term Education Reform and Development (2010-2020) issued by the State Council in 2010 provides that **“more support shall be given to exchanges of students and teachers, mutual recognition of academic credits, and mutual or joint conferment of academic degrees between Chinese and foreign colleges”**.
- The Ministry of Education is also very interested in taking the MARIHE as a special case to pilot joint degree arrangement with European HEIs before formal regulations are promulgated.
- The possible change on Degree Act: National degree to institutional degree?

Other challenges

- Hard to find administrative counterparts
- Credit transfer problem
- Communications
- Teacher & student exchange
- Tuition fee and operation cost

More see: Cai, Y. (2013). *Erasmus Mundus Joint Programme and EU's Strategy on Higher Education Cooperation with China--Lessons from the MARIHE Programme*. *Journal of European Higher Education Area*, 2013(2), 95-112.

**Erasmus Mundus Joint Programme and EU's Strategy
on Higher Education Cooperation with China –
Lessons from the MARIHE Programme**



Yuzhuo Cai

This paper discusses lessons learnt from the Erasmus Mundus Masters Course in Research and Innovation in Higher Education (MARIHE) from a participant's perspective and provides suggestions for European higher education institutions in their cooperation with Chinese counterparts. The MARIHE programme, implemented since 2012, is the first Erasmus Mundus joint degree programme with a Chinese university as a (potential) degree granting partner. The author, a Chinese

- Thank you!
- yuzhuo.cai@uta.fi

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Advantages of Double Degrees and Joint Programs – motivations and models

Dr. Andreas Göthenberg
Executive Director, STINT

Fmr. Center Manager and Senior Researcher, KTH Research and Education Centers, Fudan/ZJU



STINT - Background and Mission

- STINT was set up as an endowed, independent foundation by an act of Parliament in 1994
- Alternative and dynamic funding organisation
- Strengthen the quality and competence of HEI and research through international cooperation

STINT's Strategy and Objectives

Change agent in the HE system

- Higher Education
- Younger researchers
- Leadership
- Emerging countries in science

using internationalization as the tool:

- Focus on new international collaborations
- Stimulate new forms of international collaboration
- Aim for sustainable international win-win collaborations and networks

STINT Toolbox

1. Start-up of international projects – **Initiation Grants**
2. Supporting internationalization of education
 - **Grants for Double Degree Programs**
 - **Teaching Sabbatical**
3. Establishing excellent international collaborations
 - **Joint Brazilian-Swedish Research Collaboration**
 - **Joint China-Sweden Mobility**
 - **Joint Japan-Sweden Research Collaboration**
 - **Korea-Sweden Research Cooperation**
 - **South Africa-Sweden Bilateral Scientific Research Cooperation**
4. Supporting the university leadership's internationalization efforts – **Strategic Grants**
5. Supporting young researchers – **Transitional Postdoc Awards**
6. Scholarships – **Capstone Awards**

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1. Start-up of international projects – **Initiation Grants**
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4. Supporting the university leadership's internationalization efforts – **Strategic Grants**
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Grants for Double Degree Programmes

- Aims
 - Internationalize higher education
 - Renew higher education
- Levels
 - Bachelor
 - Master
 - PhD

Requirements

- New educational collaborations
- 3 years
- Funds applied for may not exceed SEK 750,000
- Co-funding by the university
- The main partner should be outside EU/EFTA
- Main applicant responsible for education/dean

Review

Focusing on how the proposed double degree program fulfils the following four criteria:

- A) contribution to participating HEI's internationalization
- B) sustainability and growth potential
- C) level of renewal in regard to internationalization
- D) the quality of the proposal's planning and project setup

Review Panel DDP

Review panel

- Fmr deputy university chancellor of Sweden
- Director for international higher education, British Council
- Chief Executive, Worldwide University Network
- Fmr Manager, Nordic Center, Fudan

Granted Projects

- 2015

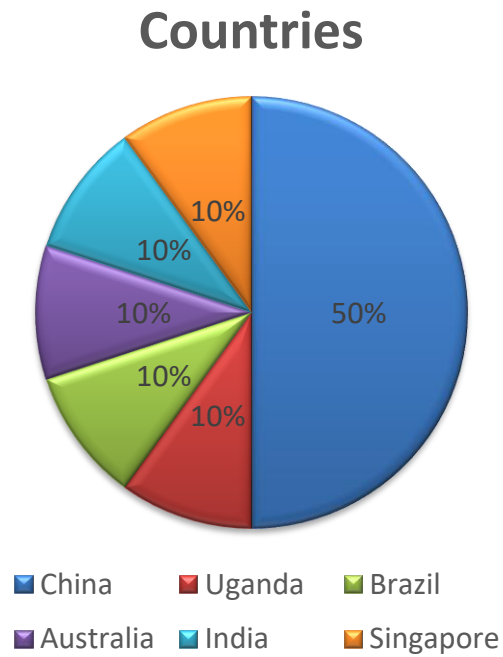
2015

Sökande		Samarbetspart		Beviljat belopp (1000 SEK)
Fakultet/Institution	Lärosäte	Lärosäte	Land	
Lunds tekniska högskola	LU	University of Queensland	Australien	750
Samhällsbyggnad och naturresurser	LTU	Harbin Institute of Technology	Kina	750
Fysik och astronomi	UU	University of São Paulo	Brasilien	750
Ingenjörsvetenskap	HV	VIT University	Indien	750
Medicinska fakulteten	UU	Makerere University	Uganda	750
Material och tillverknings teknik	CTH	Central South University	Kina	750

2016

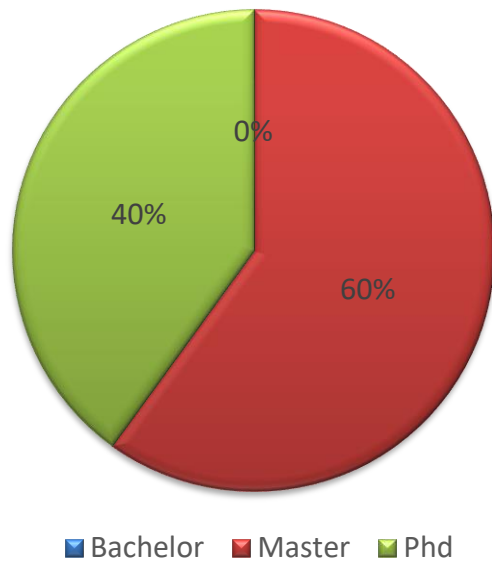
Sökande		Samarbetspart		Beviljat belopp (1000 SEK)
Fakultet/Institution	Lärosäte	Lärosäte	Land	
Tillämpad fysik	KTH	Zhejiang University	Kina	400
Systemteknik	LIU	Nanyang Technological University	Singapore	750
Mikroteknologi och nanovetenskap	CTH	Fudan University	Kina	750
Sociologi	LU	Peking University	Kina	530

Partner Countries

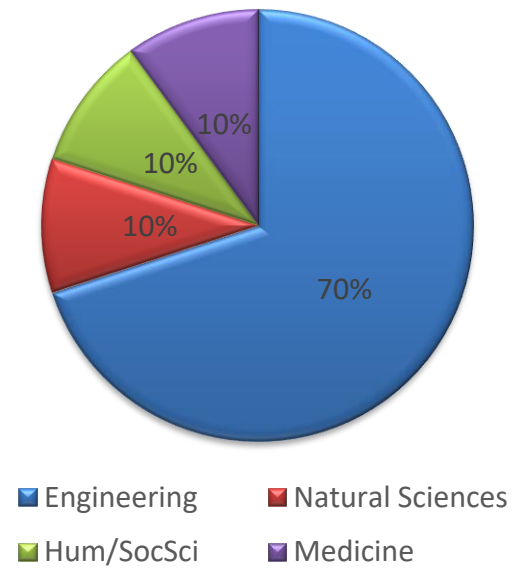


DDP Projects

Degree



Discipline



Models and Motivations

- Models
 - Balanced
 - Exchange of teachers and students (~1/5-2 years)
 - Some: Connection Master and PhD
- Motivations
 - Involve various groups
 - Pedagogy, teaching methods
 - Quality assurance
 - Company connection
 - Cultural understanding

Conclusion

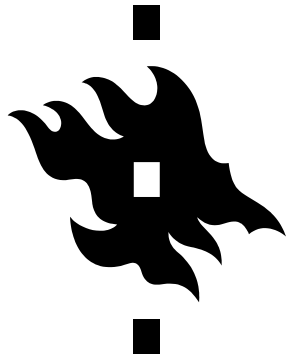
- Comprehensive internationalization
- Infusing international aspects
- Involvement and commitment on various levels
 - Students
 - Teachers
 - Researchers
 - Administration
- Commitment leads to strong bilateral relations

NEXT CALL opens in DECEMBER closes in FEBRUARY/MARCH



WORKSHOP ON DOUBLE DEGREES: ADMINISTRATIVE ASPECTS

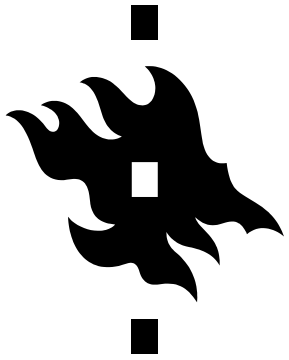
- NORDIC CENTRE
- OCTOBER 17, 2016
- ESKO KOPONEN



Content

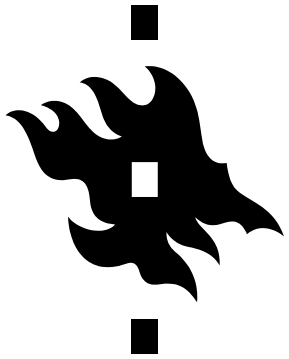
1. Why a joint program?
2. Considerations for planning
3. Agreement issues





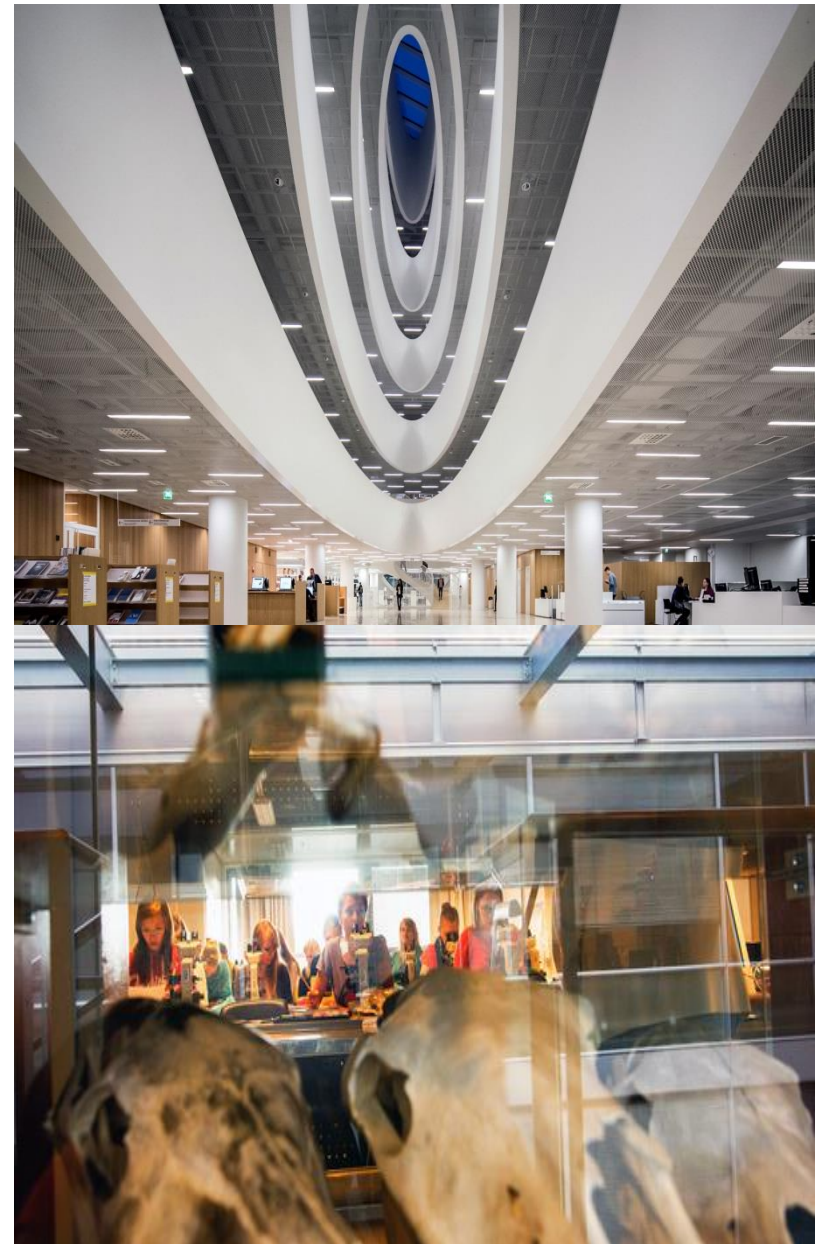
1. Why a joint program?

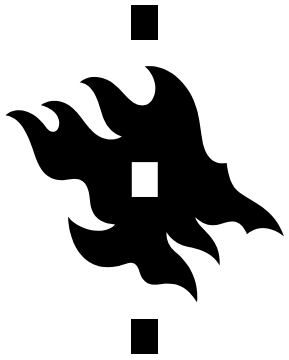
- Based on existing collaboration – not top down
 - Research
 - Student and staff exchanges
- Could results be gained by other means?
 - Exchanges
 - Virtual/distance education
 - Co-supervision of theses
- Critical mass?
 - What number of students (input – output)



2. Considerations for planning

- Involve all relevant people
 - Teachers, administrators, other staff
- Reserve time
 - Min. 2 years
- Program \neq individual courses
 - Learning outcomes
 - Curriculum, admissions
- Be frank: what all partners expect to gain





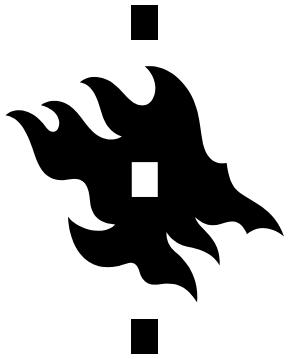
3. Agreement issues

- **MoU**

- Expression of intent and interest
- Description of how planning will be carried out
- Funding of activities
- Trial – and error
 - Genuine period of exploring cooperation options

- **Program agreement**

- Most important: how decisions are made in the consortium?
- Not a description of curriculum
- Students' rights and legal status
- What if?
 - Procedures for handling difficulties
 - Exit plan: clear procedure for discontinuation of program



Resources

- EU-China Tuning study (Business Administration, Civil Engineering and (Comparative) Education):
<http://tuningchina.org>
- JDAZ Guide to Setting up Joint Degree Programmes by EP-NUFFIC
<https://www.epnuffic.nl/en/internationalisation/jdaz-guide>
- Joint Degree Management and Administration Network <https://www.joiman.eu/default.aspx>