

**Internal Quality Report RETHINK**

**Date:** February 22<sup>nd</sup>, 2016

**0. Preface**

This report is focused on the RETHINK project’s progress that had been achieved in December 2015. Activities that have been implemented since that time are only mentioned as an exception. The following sources of information have been used:

- the original work plane and logical framework matrix,
- presentation “RETHINK: Project progress: 24 p.m.” provided by Oksana Turchanina at the project meeting in Yerevan 11/2015,
- presentation “Implementation of Quality Assurance Systems At The Partner Institutions” provided by Fernando Peña/University of A Coruña (Spain) at the project meeting in Yerevan 11/2015,
- presentation “Internal Quality Control” provided by Siarhei Piashkun at the project meeting in Yerevan 11/2015,
- presentation “Dissemination Plan: Level of Implementation” provided by Fernando Peña/University of A Coruña (Spain) at the project meeting in Yerevan 11/2015,
- the RETHINK web-site <http://rethink.fa.ulisboa.pt/>,
- additional information provided by Oksana Turchanina in January/February 2016

The structure of the report is as follows: In the first chapter “Comparison of Target State and Current State of the Project in December 2015” project activities from the original work plan and indicators of progress from the original logical framework matrix are contrasted with the achievement or actual project progress at the end of 2015. The second chapter “Deviations According to the Original Work Plan” states deviations only without further comments or recommendations. Comments and recommendations are objective of the third chapter “Conclusions”. Some comments on the achievement of quality of contents are objective of chapter four “Quality Assurance with Regards to Content”. Derived from chapters one to four recommendations on future actions are summarized in chapter five “Future Actions”.

**1. Comparison of Target State and Current State of the Project in December 2015**

Target State According to the Original Work Plan	Current State June 2015 by Work Package
<p><b>Work Package 1 Road-Map:</b> SWOT analysis of PC HEIs’ and EU HEIs’ Curricula should have been completed and published on the project’s website until May 2014.</p>	<p><b>Work Package 1 Road-Map:</b> SWOT analysis of PC HEIs’ and EU HEIs’ Curricula are completed and published on the project’s website.</p>
<p><b>Work Package 2 Rethinking Curricula – Architecture/Urbanism:</b> Up to the current date the activities of this work package include</p>	<p><b>Work Package 2 Rethinking Curricula – Architecture/Urbanism:</b> The following activities have been accomplished up to now:</p>

<ul style="list-style-type: none"> <li>– the definition of general and specific goals for WP2,</li> <li>– the agreement on the transdisciplinary framework to be introduced to curricula of PC HEIs.</li> <li>– the agreement on the “CO2THINK” component to be used in the new Joint Degrees.</li> <li>– the successful integration of the Innovation/Entrepreneurship component to the new Joint Degrees.</li> <li>– the elaboration and publication of teaching materials,</li> <li>– the development of preliminary versions of Joint Degree</li> <li>– the development of final versions of Joint Degree Programs and its publication on the project’s website.</li> <li>– Launching new Joint Degree program in partners’ websites for candidate registration.</li> <li>– Selection and development of the e-learning tool useful and accepted by all partners</li> </ul>	<ul style="list-style-type: none"> <li>– definition of general and specific goals for WP2 (May 2014),</li> <li>– agreement on the transdisciplinary framework to be introduced to curricula of PC HEIs (May 2014).</li> <li>– agreement on the “CO2THINK” component to be used in the new Double Degrees (11/2014).</li> <li>– agreement on the integration of the Innovation/Entrepreneurship component to the new Double Degrees (11/2014).</li> <li>– elaboration of teaching materials has started with <b>significant delay</b> and is in process</li> <li>– the development of some (not all) preliminary versions of Double Degree still is in progress (12/2015) =&gt; preliminary versions were proved by the partners in the middle of 2015</li> <li>– the development of some (not all) final versions of Double Degree Programs still is in progress (12/2015) =&gt; final versions were proved by Lisbon on the 21<sup>st</sup> of January and soon will be signed by the PC rectors</li> <li>– Double Degree Programs have not yet been launched on partners’ websites (12/2015) =&gt; <b>significant delay</b>,</li> <li>– agreement on MOODLE as e-learning tool</li> </ul>
<p><b>Work Package 3 Rethinking Curricula – Environmental Sciences/Climate Engineering:</b></p> <ul style="list-style-type: none"> <li>– the definition of general and specific goals for WP3,</li> <li>– the agreement on the transdisciplinary framework to be introduced to curricula of PC HEIs.</li> <li>– the agreement on the “CO2THINK” component to be used in the new Joint Degrees.</li> <li>– the successful integration of the Innovation/Entrepreneurship component to the new Joint Degrees.</li> <li>– the elaboration and publication of</li> </ul>	<p><b>Work Package 3 Rethinking Curricula – Environmental Sciences/Climate Engineering:</b></p> <ul style="list-style-type: none"> <li>– definition of general and specific goals for WP3 (May 2014),</li> <li>– agreement on the transdisciplinary framework to be introduced to curricula of PC HEIs (May 2014).</li> <li>– agreement on the “CO2THINK” component to be used in the new Joint Degrees (11/2014).</li> <li>– agreement on the integration of the Innovation/Entrepreneurship component to the new Double Degrees (11/2014).</li> <li>– elaboration of teaching materials of some</li> </ul>

<p>teaching materials,</p> <ul style="list-style-type: none"> <li>– the development of preliminary versions of Joint Degree</li> <li>– the development of final versions of Joint Degree Programs and its publication on the project’s website.</li> <li>– Launching new Joint Degree program in partners’ websites for candidate registration.</li> <li>– Selection and development of the e-learning tool useful and accepted by all partners</li> </ul>	<p>(not all) new programs are still in progress (12/2015) =&gt; <b>75% of the partners have it translated and published,</b></p> <ul style="list-style-type: none"> <li>– development of preliminary versions of Double Degree programs has been completed (12/2015),</li> <li>– development of final versions of Double Degree Programs has been completed and published on the RETHINK website (12/2015),</li> <li>– University of A Coruña, National Polytechnic University of Armenia and Tbilisi State University have launched application information on their websites</li> <li>– agreement on MOODLE as e-learning tool</li> </ul>
<p><b>Work Package 4 Upgrade cluster:</b></p> <ul style="list-style-type: none"> <li>– The Guidelines for Quality Assurance System ready for approval (12/2014),</li> <li>– Implementation of the QAS Guidelines,</li> <li>– RETHINK partners from HEIs in PC have participated in training courses on technical English (as far as necessary),</li> <li>– all RETHINK participants (teachers/students/staff) are fluent in English,</li> <li>– Teaching materials: translation, adaptation at PC HEIs (12/2015)</li> <li>– Purchase, installation of communication and e-learning equipment (12/2014),</li> </ul>	<p><b>Work Package 4 Upgrade cluster:</b></p> <ul style="list-style-type: none"> <li>– Guidelines for Quality Assurance System have been completed (12/2014),</li> <li>– A report on the implementation of the QAS guidelines has been presented 11/2015 in Yerevan by Fernando Peña, University of A Coruña (Spain). The report indicates d diverse intensity of implementation of the QAS guidelines but at minimum they have been implemented regarding the new double degree programs.</li> <li>– several partners already have achieved official language certificates on English language,</li> <li>– there are <b>still lacks in fluent English</b> conversation with several partners as could be observed at the latest project meetings,</li> <li>– regarding the double degrees in Architecture/Urbanism translation and adaptation of teaching materials is in process, regarding the double degrees in environmental sciences translation and adaptation of teaching materials has started, but still is in progress =&gt; <b>delay</b></li> <li>– Only some of the HEIs in partner countries have purchased and installed communication and e-learning</li> </ul>

<ul style="list-style-type: none"> <li>– PC teachers mobility to EU HEIs for training methods' upgrade (05/2015)</li> </ul>	<p>equipment up to =&gt; <b>significant delay</b></p> <ul style="list-style-type: none"> <li>– Upgrade of training methods (PC teachers mobility to EU HEIs) did not start up to now =&gt; <b>significant delay</b>; due to the fact there are only 11 months of project duration left and that several double degree programs are ready for enrolment especially for those partner universities training methods upgrade should be completed as soon as possible.</li> </ul>
<p><b>Work Package 5 Quality Statute:</b></p> <ul style="list-style-type: none"> <li>– Inter-universities visits for Quality Control (09/2015)</li> <li>– Internal monitoring of the action in Partner Countries including monitoring reports (06/2015-11/2016),</li> <li>– Quality performance reports done by the PC HEIs on schedule by the 22 p.m. (October 2015)</li> <li>– Internal monitoring of the action in EU Countries including monitoring reports (06/2015-11/2016),</li> <li>– Internal monitoring visits to PC HEIs including monitoring reports (02/2015 – 03/2016),</li> <li>– Reports on internal monitoring done by the EU HEIs of the Quality Council on schedule – 12th p.m., 24th p.m., 36th p.m.</li> </ul> <ul style="list-style-type: none"> <li>– Inter-project coaching (11/2014),</li> <li>– External Independent evaluation of the project (11/2014 – 11/2016),</li> <li>– Reports on External Independent Evaluation of the action done by 12th p.m., 24th p.m., 36th p.m.</li> </ul> <ul style="list-style-type: none"> <li>– Financial audits (11/2014 – 11/2016)</li> </ul>	<p><b>Work Package 5 Quality Statute:</b></p> <ul style="list-style-type: none"> <li>– Inter-universities visits for Quality Control have started and they are still in progress =&gt; <b>delay</b></li> <li>– Internal monitoring of the action in Partner Countries is in progress</li> <li>– Up to now only 2 quality performance reports done by the PC HEIs are published on the RETHINK website,</li> <li>– Internal monitoring of the action in EU Countries is in progress</li> <li>– Only two Internal monitoring visits to PC HEIs including monitoring reports have been performed at an very early stage of the project (at Baku State University and at Azerbaijan Univerity of Archtecture and Construction, realized by the project coordinator 08/2015). Further monitoring visits are in progress</li> </ul> <ul style="list-style-type: none"> <li>– inter-project coaching has been accomplished (11/2014),</li> <li>– external evaluations of the project have been accomplished by the National ERASMUS+ Offices Moldova (05/2014, 11/2015), Ukraine and Georgia (03/2015), Armenia (06/2015), Moldova (11/2015), Azerbaijan (12/2015). The monitoring reports have been sent to all project partners.</li> <li>– Financial audits have not yet implemented =&gt; <b>delay</b></li> </ul>

<ul style="list-style-type: none"> <li>- Report of Factual Findings done by 12th p.m., 24th p.m., 36th p.m.</li> </ul>	<ul style="list-style-type: none"> <li>- Reports on the self-evaluation of the project's progress have been elaborated 01/2015 and 05/2015, reports on factual findings have been presented 11/2015 in Yerevan</li> </ul>
<p><b>Work Package 6 Expand RETHINK:</b></p> <ul style="list-style-type: none"> <li>- Promotion of the project's activities/results in Partner Countries including promotional events (round table's discussions, workshops, conferences),</li> <li>- Promotion of the project's activities/results in EU Countries including promotional events (round table's discussions, workshops, conferences),</li> <li>- Project website with Moodle platform: creation, use, support,</li> <li>- Strategic plan for the implementation of dissemination tool,</li> <li>- Supply the repository with scientific/academic/administrative publications</li> </ul>	<p><b>Work Package 6 Expand RETHINK:</b></p> <ul style="list-style-type: none"> <li>- Promotional events/activities have been accomplished in the framework of project meetings as well as independently of meetings by EU and PC universities (<a href="http://rethink.fa.ulisboa.pt/index.php/report-info/workpackage-6">http://rethink.fa.ulisboa.pt/index.php/report-info/workpackage-6</a>)</li> <li>- Project website with Moodle platform has been established and it is maintained continuously,</li> <li>- strategic plan for the implementation of dissemination tool: activities have started and they are in the line with the workplan</li> <li>- The repository contains quite a number of different editions of the carbon capture journal, but nothing else.</li> </ul>
<p><b>Work Package 7 Exploitation and Sustainability:</b> All activities are scheduled for the third project year:</p> <ul style="list-style-type: none"> <li>- Seek for projects/contracts for RETHINK partners in EU and in partner countries,</li> <li>- Preparation of Double Degrees for evaluation/accreditation in EU and in partner countries</li> </ul>	<p><b>Work Package 7 Exploitation and Sustainability:</b></p> <ul style="list-style-type: none"> <li>- Several new Erasmus+ projects, bilateral agreements, contracts with business enterprises already have been achieved</li> <li>- Preparation of Double Degrees for evaluation/accreditation in EU and in partner countries have started, new specialities approved, support of the Ministry of Education of Azerbaijan on the legislative level</li> </ul>
<p><b>Work Package 8 Administration &amp; Management:</b></p> <ul style="list-style-type: none"> <li>- Project's meetings: strategy, publishing of results including the establishment of a management council, concept council and quality council and the completion of memorandums of understanding,</li> </ul>	<p><b>Work Package 8 Administration &amp; Management:</b></p> <ul style="list-style-type: none"> <li>- Project meetings have been accomplished 05/2014, 11/2014, 03/2015, 11/2015</li> <li>- establishment of a management council, concept council and quality council</li> </ul>

<ul style="list-style-type: none"> <li>– Teleconferences for the intermediate strategy control</li> </ul>	<p>(05/2014),</p> <ul style="list-style-type: none"> <li>– completion of all memorandums of understanding (10/2014)</li> <li>– regular Skype conferences are held with partners from Armenia, Azerbaijan, Moldova and Ukraine in order to clarify administrative questions and technical problems</li> <li>– a strategy for the successful project implementation has been published on the RETHINK website</li> <li>– a communication standards plan between the partners has been published on the RETHINK website</li> </ul>
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## 2. Deviations According to the Original Work Plan

Besides the change from joint to double degrees (decision 05/2014 in Chisinau) the above comparison of the target state and the current state of the project indicates some lacks/delays in the project's progress.

“**Work package 1** Road Map” has been completed in line with the work plan.

Regarding the development of double degrees “**Work Package 2** Rethinking Curricula – Architecture/Urbanism” and “**Work Package 3** Rethinking Curricula – Environmental Sciences/Climate Engineering” these work packages are in different progress. The implementation of double degrees in Environmental Sciences/Climate Engineering has achieved considerable progress. Regarding the development of double degrees in Architecture/Urbanism still not all final agreements have been completed and the development of teaching materials has started.

Besides the elaboration and implementation of QAS guidelines most activities of “**Work Package 4** Upgrade cluster” are in delay. According to English language skills considerable improvements have been achieved as well but still there are significant gaps at some partners that should be closed as soon as possible in order to provide smooth and efficient project communication with those partners as well. Purchase and installation of communication and e-learning equipment still is in significant delay. It has been completed only at HEIs in Armenia and at HEIs in Moldova, Georgia the process has started. In all further partner countries the purchase of equipment is significantly delayed. There are two different reasons for this delay:

1. In several partner countries the formal registration of the project at national authorities still has not been completed (precondition for purchase of equipment inside the country).
2. It is a real problem purchasing IT equipment according to the given rules of origin.

Especially for those partner universities that already have implemented the new double degrees the lack of suitable/sufficient IT equipment might cause real problems in realizing their new programs.



According to the upgrade/translation of teaching materials there is a comparable situation. The development of teaching materials on Environmental Sciences/Climate Engineering is still in progress and the development of teaching materials on Architecture/Urbanism just has started. The development of new teaching materials is closely connected with the PC teachers visits to EU HEIs for training methods' upgrade. PC teachers mobility to EU HEIs for training methods' upgrade is in significant default, too.

Regarding “**Work Package 5** Quality Statute” Inter-universities visits for quality control have started and they are still in progress. According to the original workplan these visits should have been completed already 09/2015.

Internal monitoring actions in PC and EU are furthermore in good progress and have been complemented by reports on the self-evaluation of the project's progress. In addition reports on the implementation of the dissemination plan and on the implementation of quality assurance guidelines at HEIs in Pc have been presented by Fernando Peña/University of A Coruña. Furthermore Siarhei Piashkun/Polotsk State University has presented an internal quality report based on a questionnaire of all PC HEIs.

Internal monitoring visits to PC HEIs have been realized up to date only in Azerbaijan and reports on these visits are published on the project website. Meanwhile the first double degree programs are implemented and there is the chance to receive a feedback from students enrolled in these programs. Such student's feedback is considered to be fundamental for the evaluation of the programs. Thus it is high time to start the monitoring visits at the other PC HEIs as soon as possible.

External independent evaluations of the project have been accomplished by the National ERASMUS+ Offices Moldova (05/2014, 11/2015), Ukraine and Georgia (03/2015), Armenia (06/2015) and Moldova (11/2015), Azerbaijan (12/2015). According to the project proposal annual independent external audits have been scheduled additionally at the end of each project year. Up to date no such additional independent external audits have been accomplished in charge of the project.

In addition external financial audits had been scheduled at the end of each project year, too. They have not been accomplished up to date as well.

Dissemination activities of “**Work Package 6** Expand RETHINK” are in line with original work plan in general. The realization of the repository with scientific/academic/administrative publications has achieved some progress but the content is slanted towards only one journal on CO2 subjects.

According to the report on the level of implementation of the dissemination plan promotion of the new double degrees is in line with the project's progress but significantly behind the working plan (probably because the development and implementation of double degree programs at several project partners is behind the schedule). Application information regarding the new programs is only available on the websites of three project partners.

Although all activities of “**Work Package 7** Exploitation and Sustainability” had been scheduled for the third project year some project partners already have achieved good progress in establishing

new Erasmus+ projects, bilateral agreements, contracts with business enterprises as well as in the preparation of the accreditation of new double degrees.

The activities of “**Work Package 8 Administration & Management**” have been implemented according to the work plan. Unfortunately the formal registration of the project at the national authorities in PC was not explicitly included into the objectives/targets of workpackage 8. Maybe this is the reason why the formal registration of the project not has been completed in all PC (where necessary) up to date.

### 3. Conclusions

In general the RETHINK project is in good progress (although delayed in comparison to the original workplan according to quite a number of activities) but there are large differences among the partners regarding the project implementation. Several partners already have introduced their new double degree programs, launched their new Double Degree programs in their websites for candidate registration and produced and published information materials on the programs. Others are still in process and some still have to implement many activities in order to achieve the project’s targets within the remaining duration of the project. The project management should take special care about those partners who are significantly delayed with the implementation of their double degrees.

These partners should articulate the problems/barriers hindering a quicker implementation of the project at their home institutions and they should ask the project management for intensive support in order to overcome those problems.

The development and translation of new teaching materials still has not yet been completed although several double degree programs already have been implemented. Thus the modernization/adaptation/translation of teaching materials is a very urgent task. It should be supported by and connected with PC teachers’ mobility to EU HEIs for training methods' upgrade and this mobility should be prepared as soon as possible, latest until the end of June 2016.

Another problem regarding the project implementation at nearly all PC universities is the purchase and installation of IT equipment in order to establish e-learning modules as important parts of the double degree programs. Probably the challenge is identifying IT equipment providers that are able to provide IT hardware and devices that are eligible according to the certificate of origin. In some PC this problem is closely interlinked with the formal project registration. Unfortunately there is no standard solution. The project management should solve these problems in close cooperation with the PC institutions and the EACEA as soon as possible. A solution urgently is necessary in order to support the already operating double degree programs.

The activities of **Work Package 5 Quality Statute** are providing adequate information for the project management board in order to control the project’s progress. Additionally the reports on “Implementation of Quality Assurance Systems”, “Dissemination Plan: Level of Implementation” prepared by Fernando Peña and the report on “Internal Quality Control” prepared by Siarhei Piashkun provide a rather detailed insight in the actual status of the project implementation at the partner universities. Because these reports are mainly based on questionnaires and desk research their rather positive results should be validated by monitoring visits at the PC universities. The



available information provided by all these quality reports should be sufficient to control the project's progress adequately.

The annual external evaluations that have been scheduled in the original workplan are not suited for providing really valuable additional controlling information from the author's point of view. The reason is, that the available budget (2.500 € per year) is much too small in order to allow a really serious evaluation of the project's progress and quality by an external evaluator. If the project management team insists on an external evaluation this should be done really seriously at the end of the project.

Because of the obligation to carry out an external financial audit covering the entire budget at the end of the project the annual financial audits that have been scheduled in the original workplan are not necessary from the author's point of view. The budget that has been assigned for these annual audits should be used to cover the obligatory final financial audit.

Several dissemination activities are linked to the achievement of other targets that are delayed. In consequence these dissemination activities are delayed as well in comparison to the original workplan although they are in line with the real progress. In any case the project management board should take special care about the implementation of the dissemination plan at all project partners who are introducing new double degree programs.

Regarding the formal registration of the project at national authorities the project management should increase the efforts achieving the registration in close cooperation with the national project partners.

#### **4. Quality Assurance with Regards to Content**

The above chapters deal with the project's quality in terms of the project's progress in comparison to the original work plan. Another aspect of quality is quality regarding contents. Content in this sense does not mean the content of the curricula<sup>1</sup> themselves but the process of the implementation of the double degrees.

The process of the implementation of the double degrees has been tracked and reported by the project coordinator Prof. Oksana Turchanina in a presentation in Yerevan 11/2015. Another report on the availability of inputs, the implementation of activities and achievement of planned results and changes in the original plan and programme of the project has been elaborated and presented by Siarhei Piashkun. In addition Fernando Peña has prepared and presented a report on the implementation of the dissemination plan. All those reports/presentations include a breakdown by partners. On the partner's level one can state a differentiated quality of the implementation of the double degrees as well as of the dissemination plan. Although in general a pretty good quality of implementation has been achieved at some partners some space for improvement can be detected. The management board should ask the partners to check the above mentioned reports carefully and to work on quality improvements as far as lacks can be identified.

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<sup>1</sup> Regarding the quality of the double degree programs themselves guidelines on a quality assurance system have been developed and provided to all project partners. Based on a questionnaire the implementation of these guidelines has been assessed and presented by Fernando Peña, University of A Coruña in November 2015 in Yerevan.

The above mentioned quality reports are mainly based on questionnaires. They should be validated by on-site monitoring visits. In order to execute these monitoring visits in a proper and comparable manner an interview guideline will be provided by the author on short notice. The on-site interviews of the responsible contact persons should be complemented by systematic surveys of the students enrolled in the double degree programs.

**5. Future Actions**

Due to the fact that the project’s progress that has been achieved by our partners is diverse different future actions have to be prioritized according to the individual progress in each case. In general those project partners who already have implemented their double degree programs should concentrate their efforts on marketing and quality assurance of their new programs, the others should focus their energies on the completion of the double degree agreements and the implementation of the double degree programs. In addition there are several actions that are very important to be implemented very soon.

<b>Most important future actions to be implemented independently of the individual project progress of a partner university:</b>			
<b>Activities</b>		<b>Start</b>	<b>End</b>
Completion of formal registration of the project at national authorities (as far as obligatory)			asap
PC teachers’ mobility to EU HEIs for training methods' upgrade		01/2016	06/2016
Purchase and installation of IT equipment in order to establish e-learning modules			06/2016
Accomplishment of on-site monitoring visits at PC universities		03/2016	09/2016
Inter-universities visits for Quality Control		03/2016	06/2016
Completion of upgrade of English language skills			06/2016
<b>Double Degrees not yet implemented, first enrollments for 09/2016 scheduled</b>		<b>Double Degrees already Implemented and students have enrolled</b>	
<b>Activities</b>	<b>Up to when?</b>	<b>Activities</b>	<b>Up to when?</b>
Completion of double degree agreements	02/2016	Completion of teaching materials for teachers/students	asap
Organizational preparation of the implementation of double degrees	09/2016	Enrollment of second generation of students in double degrees	08/2016
Completion of teaching materials for teachers/students	06/2016	Realization of PC students' mobility to EU for Innovation/Entrepreneurship trainings	11/2016
Preparation and publication of promotion materials for double degrees	06/2016	Continuation of dissemination activities to expand RETHINK	11/2016
Enrollment of students in double degrees	08/2016	Continuation of filling up the publications repository with scientific/academic/administrative publications	11/2016

Realization of PC students' mobility to EU for Innovation/Entrepreneurship trainings	11/2016	Continuation of establishing new projects/contracts for extending RETHINK lifespan	11/2016
Continuation of dissemination activities to expand RETHINK	11/2016	Preparation of Double Degrees' accreditation	11/2016
Continuation of filling up the publications repository with scientific/academic/administrative publications	11/2016		
Continuation of establishing new projects/contracts for extending RETHINK lifespan	11/2016		
Preparation of Double Degrees' accreditation	11/2016		

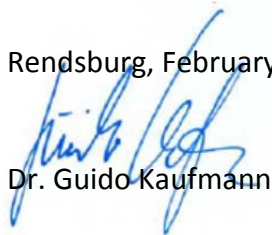
In the above table only the latest dates of completion have been inserted. If even possible all these activities should be started at once and – if they are not continuous activities they should be completed as soon as possible.

In order to realize a proper preparation and post processing of staff and student mobility participants and organizers should follow the general scheme of pre and post processing of mobility across EU external frontiers which one can find attached to this report. Participants and organizers should be aware that the preparation of a mobility needs a lot of handling time and thus they should start in due time.

Due to the fact that the development of teaching materials is significantly behind the schedule I recommend connecting this activity with the PC teachers' mobility to EU HEIs for training methods' upgrade and implementing this activity as soon as possible.

Internal monitoring visits at PC HEIs not only should be considered as an examination of the partners but as a chance providing individual support and guidance in order to improve and promote the development and implementation of double degree programs. In this spirit it is recommended to realize internal monitoring visits at those PC universities first that still did not implement the double degree programs. At a later stage (09, 10/2016) the results of the monitoring visits can be complemented by questionnaires of students who will have enrolled in the programs then. The monitoring visits at the other PC HEIs that already have implemented their double degree programs should be realized simultaneously to the presence of European students at the PC universities in order to interview the European students personally.

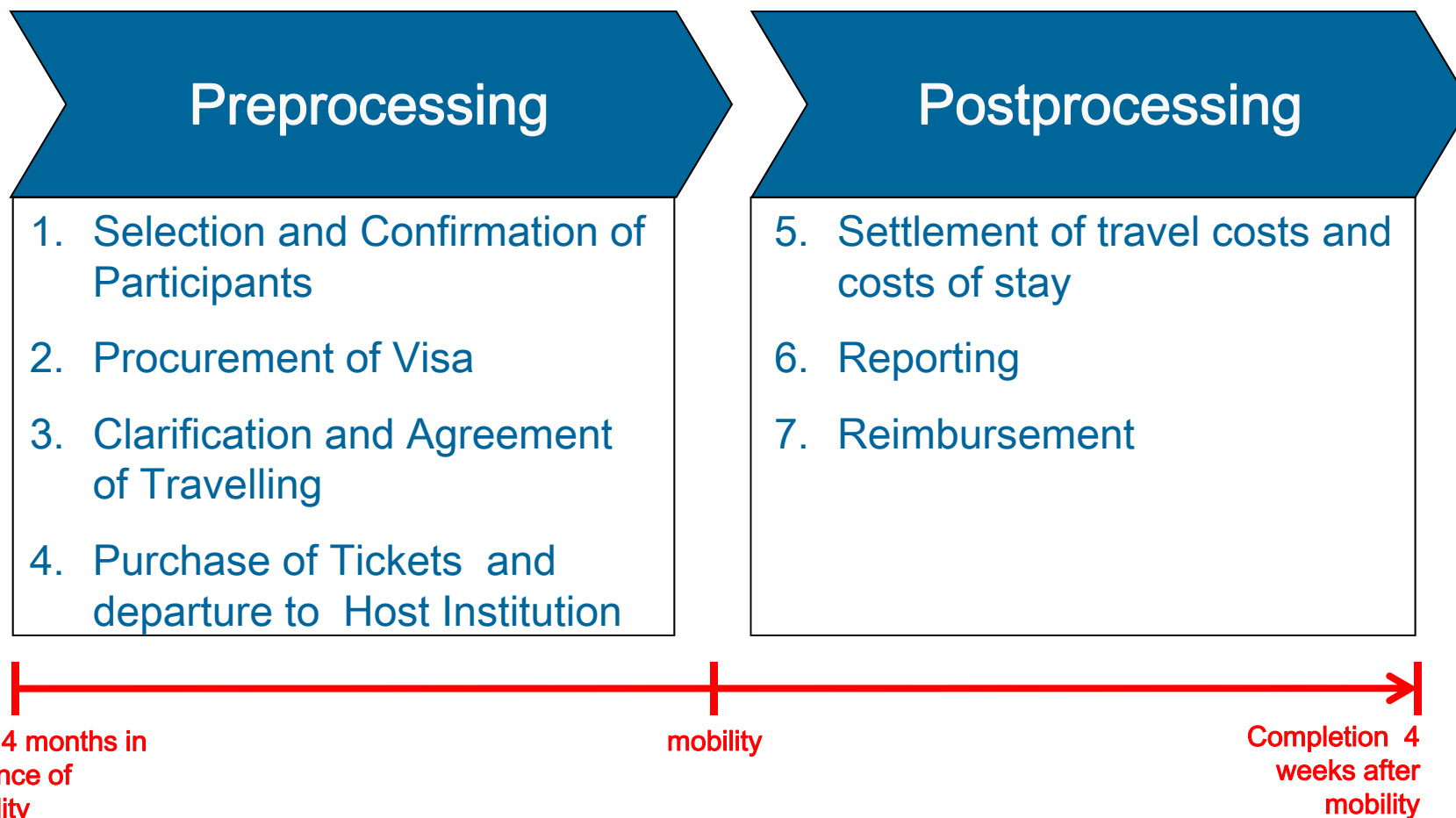
Rendsburg, February 22<sup>nd</sup>, 2016

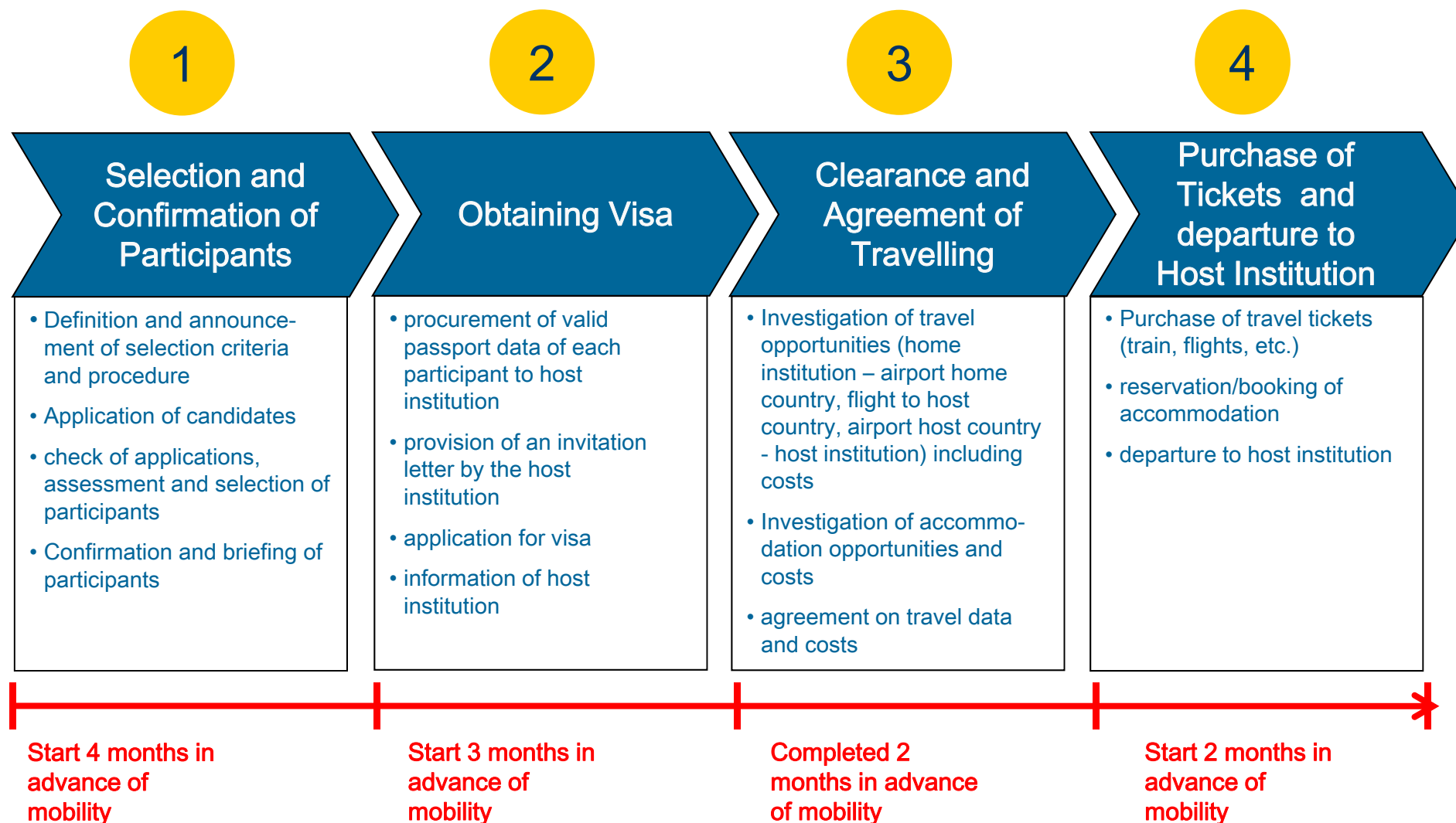


Dr. Guido Kaufmann

# Pre and Post Processing of Mobility Across EU External Frontiers

## A General Scheme



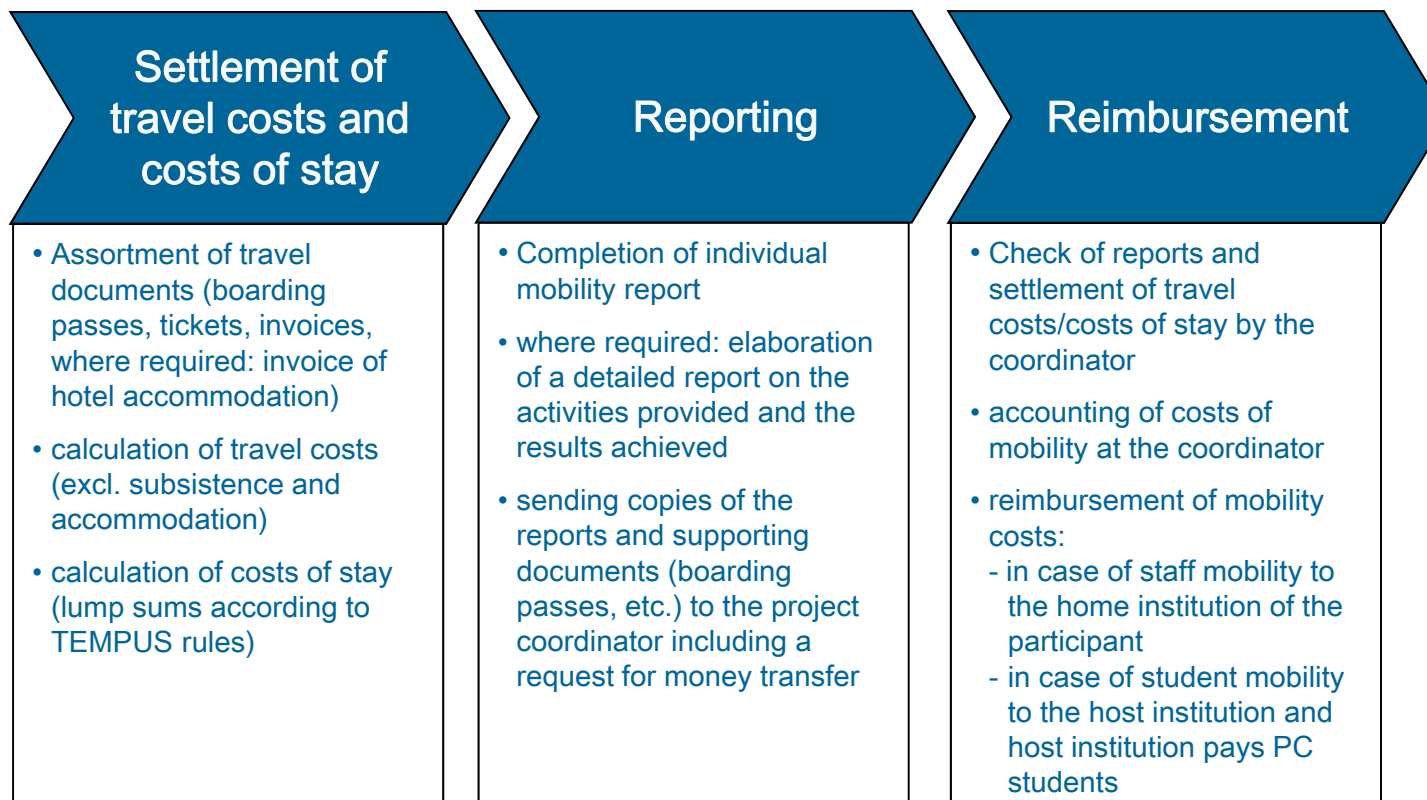




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Immediately after  
the end of mobility

Completion according to the memorandum of understanding (if even possible within 4 weeks after having received proper documents from the home institution/participant)