

Project No: LE9805.02

Title: EuroFaculty “Management and Development of EuroFaculty for Restructuring the Teaching and Learning of Public Administration, Law and Economics at the University of Latvia.”

1. Location

University of Latvia, 19 Raiņa Blvd., LV-1586, Riga;
Mr Toivo Miljan, Eurofaculty, Director

2. Project Objectives

The primary objective is to establish a self-sustaining process of transformation in teaching and learning in public administration, law, and economics at the University of Latvia. This also involves curricula reform to the standard European level and development of international standard course materials.

National Programme for European Integration

Priority Theme: Developing the Economy to cope with Competitive Pressures

- Sub-Priority 2, Measure 2.4: Participate in youth education initiatives

Priority Theme: Consolidation of the Integration of Latvian Society

- Sub-Priority 3, Measure 3.2: The development of education programmes for informed and participative society

3. Description

In the 1997-8 academic year, the supporting universities will send lecturers to teach semester-long undergraduate courses. The objective is to place at least two lecturers in each discipline at each of the host universities where they will reside throughout the academic year. Their responsibilities will include teaching an introductory or intermediate level course. They will also work together with local academic staff and design plans for curriculum reform in their particular disciplines. The plan includes a timetable outlining which courses will be offered by visiting lecturers and when these courses will be taken over by local staff. Introductory courses taught by local staff in the national languages should be included in the EuroFaculty course list as soon as it has been determined that this can be done at the appropriate standards. After two years of monitored teaching the course will be transferred wholly to the local Faculty. As soon as local capability to teach a EuroFaculty introduced course in the local language is demonstrated, that course will no longer be taught by visiting lecturers but by a retrained local faculty member.

Visiting lecturers from the supporting universities will be needed for ten more years. As local staff assume responsibility for EuroFaculty courses, the visitors will spend more time teaching courses for post-graduates. Throughout the duration of the programme they will play a key role in professional development and other EuroFaculty programmes.

The undergraduate education programme and the rest of the EuroFaculty activities depend crucially upon the work of the resident lecturers within the host universities. This is the most important contribution to be made by the supporting universities. In most cases these lecturers will be junior staff. Their work will be supervised, monitored and evaluated by the supporting universities.

Professional Development

- Retraining of Academic Staff

The first requirement made of all participants is proof of language proficiency in English or German. The same standards apply here as in the undergraduate programme. Those who wish to prepare for the language examination will have an opportunity to participate in academic preparation seminars. At present the EuroFaculty is providing basic language training to faculty members at all three Centres to bring them up to the level necessary for the seminars.

The participants in the re-qualification programme work together with EuroFaculty staff to write lecture notes and teaching materials for one of the courses on the EuroFaculty course list for that discipline. The work done on course development and especially the preparation of introductory textbooks in the Baltic languages will be supported by the EuroFaculty by means of appropriate stipends. Upon successful completion of re-qualification course work or its equivalent, the participant will teach this course in cooperation with a EuroFaculty visiting lecturer. This approach requires intensive cooperation between visiting and local academic staff in order to achieve a rapid transfer of skills and knowledge. After teaching a EuroFaculty course for a minimum of two semesters, participants in the re-qualification programme will be encouraged to spend a semester at one of the supporting universities for the purpose of advanced study, course development, or research. Mobility grants are an important means of providing access to Western libraries for study and upgrading purposes.

We will also continue teaching intensive language courses for a selected number of university staff to allow them to improve their English language skills to participate in preparatory courses in micro- and macro-economics at the three universities. This is necessary in order to prepare for the adopted curriculum reform in Economics which demands that all first year students in Economics and Management programmes take a full year of micro-economics beginning in 1998-9 and all second year students take macro-economics beginning in 1999-2000. Currently there are not enough staff members to teach these courses in the native languages. We will train them in 1998 to 2000.

- Training new Staff

The post-graduate (Master of Public Administration) education programme focusing on European studies is being initiated with EuroFaculty assistance in the Department of Political Science. In order to establish and sustain it on the internationally acceptable academic level EuroFaculty intends to provide both an appropriate infrastructure of studies and the human resources to teach and to retrain the local staff.

Resource Development

- Library Programme

Because of the lack of security and the cumbersome nature of the main university libraries (there are no open stacks anywhere in the Baltics), the EuroFaculty has initially added to the number of small libraries. Since 1994 we have acquired space, and eventually opened a non-circulating library in 1995, and have acquired 5500 volumes at the Riga library, towards a standard core of 7000 books suitable for undergraduate research in Economics, Law, Public and Business Administration in English and German. These libraries also have subscriptions to several West European quality newspapers and periodicals suitable for undergraduate political, economic and business reading. The Libraries are open to the public without charge.

- Computer Use and Networks

In cooperation with the computer science department of the University of Latvia, the EuroFaculty is organizing Internet training seminars open to all students and academic staff. The goal of the seminars is to acquaint the participants with the most important network tools such as electronic mail, telnet, and file transfer. Additionally, the EuroFaculty is providing support in the form of network hardware and software in order to make network resources more accessible to academic users.

A large part of the EuroFaculty's efforts in this area have so far been within the framework of the Baltic Academic Network and Computing Services project funded by the International Science Foundation

Expected results and outputs

The EuroFaculty programme is on-going until at least 2005.

The ultimate objective is the transformation of the culture of teaching and learning of public administration, law and economics at the University of Latvia.

There are 5 main outputs:

1. Teaching methods of local lecturers are modernized to Community standards
2. Academic infrastructure developed
3. Curriculum reform to Community standards is carried out
4. Staff retrained to teach Law and Economics at Community level
5. New staff trained for the civil service in Economics, Public Administration and Law

4. Institutional Framework

EuroFaculty is an ongoing programme in the University of Latvia.

It is operated by the EuroFaculty Centre Riga, which is the Latvian operating institution of the pan-Baltic international EuroFaculty. At the University of Latvia the EuroFaculty enjoys the status of an independent faculty by formal agreement and is represented on various university bodies.

The EuroFaculty is supported by the Council of Baltic Sea States (CBSS) including the three Baltic states.

5. Budget

	Investment	Institution building	Total Phare (=I+IB)	Recipient* (state budget)	IFI*	TOTAL*
Travel and Accommodation	n/a	100,000	100,000	50,000	n/a	150,000
Conferences, workshops, exhibitions	n/a	10,000	10,000	5,000	n/a	15,000
Visiting and local staff costs	n/a	125,000	125,000	17,000	n/a	142,000
Overheads	n/a	15,000	15,000	10,000	n/a	25,000
Equipment	n/a	25,000	25,000	25,000	n/a	50,000
Books & Journals	n/a	25,000	25,000	18,000	n/a	43,000
TOTAL		300,000	300,000	125,000		425,000

* In cases of co-financing only

6. Implementation Authority

Technical Implementation:

University of Latvia, 19 Raiņa Blvd., LV-1586, Riga;

Mr Toivo Miljan, Eurofaculty, Director

&

Ministry of Education and Science, 2 Vaiņodes Street, LV-1098, Riga;

Mrs Baiba Pētersone, Department of Education Strategy, Director

Contractual & Financial:

CFCU, PAO - Valentīna Andrijeva, State Secretary Ministry of Finance

7. Implementation Schedule

All EuroFaculty programmes are ongoing and are implemented throughout the duration of funding.

Undergraduate Education:

Visiting lecturers team-teach with local lecturers. Courses offered in Public Administration, Economics and Law at the University of Latvia

1 September 1998 - 30 June 1999

Professional Development

Retraining of Academic Staff

Economics Faculty Staff Retraining Programme

Teaching Associate programme

1 September 1998 - 31 August 1999

Resource Development

Library Programme

Computer Networks

1 September 1998 - 31 August 1999

8. Equal Opportunity

There is no gender discrimination at the University of Latvia nor at the EuroFaculty. There are generally more female students than male students attending EuroFaculty courses. The gender distribution among EuroFaculty Teaching Associates and Student Research Assistants is approx. 50/50.

9. Conditionality and Sequencing

- Political and financial commitment for the EuroFaculty from the Latvian Government to the end of its mandate, i.e. the year 2005
- commitment to gradually ensure self-sustenance of the EuroFaculty
- commitment to develop a long-term reform programme for adapting existing curricula to standard European level

Annex 1

				Date of drafting: April 1998
LOGFRAME PLANNING MATRIX: EuroFaculty			Contracting period expires: 31.10.2000	Disbursement period expires: 31.10.2001
Project Number LE9805.02			Total Budget: 425 000 ECU	Phare contribution: 300 000 ECU
Wider Objective	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<ul style="list-style-type: none"> To establish a self-sustaining process of transformation in teaching and learning in Public Administration, Law, and Economics at the University of Latvia To train new staff for the civil service in Public Administration, Economics and Law To train new teaching staff 	<ul style="list-style-type: none"> Acceptance of Baltic graduates for doctoral studies at West European universities without qualification. Appointment of Baltic doctoral graduates and professors in West European universities. Number of students enrolled in and graduating from new programmes Number of teachers training/ retraining 	<ul style="list-style-type: none"> International OECD Educational statistics Annual Ministry of Education statistics Annual EuroFaculty and University data 	<ul style="list-style-type: none"> Budget uncertainty Changes in policy of supporting Governments Difficulties to accept new teaching methods by existing staff and students 	
Immediate Objectives	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<ul style="list-style-type: none"> To carry out curriculum reform to EU standard To develop course materials to EU standard 	<ul style="list-style-type: none"> New and revised curricula New courses New and revised teaching materials 	<ul style="list-style-type: none"> EuroFaculty Academic Advisory Board University Senate 	<ul style="list-style-type: none"> Budget unpredictability owing to voluntary funding by 8 governments The development of new curricula can be time consuming 	
Outputs	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<ul style="list-style-type: none"> Modernised teaching methods of local lecturers to EU standards Developed academic infra-structure New curricula New programmes 	<ul style="list-style-type: none"> Student satisfaction with teaching Books in library and computer lab use New/revised curricula New programmes 	<ul style="list-style-type: none"> Student questionnaires EuroFaculty Academic Advisory Board University Senate 	<ul style="list-style-type: none"> Uneven and unpredictable financial flows from donor governments 	
Inputs	Indicators of Achievement*	How, When and By Whom Indicators Will Be Measured	Assumptions and Risks	
<ul style="list-style-type: none"> Teaching staff Mobility Conferences 	<ul style="list-style-type: none"> Number of staff recruited from abroad Local staff recruited Financing provided 	<ul style="list-style-type: none"> Annual EuroFaculty statistics Annual budget report 	<ul style="list-style-type: none"> Budget unpredictability 	

Annex 2 Detailed cost breakdown (ECU) - LE 9805.02

	1999		2000		Total
	Budget	Phare	Budget	Phare	
A. Mobility					
1) Staff	30,000	60,000			90,000
2) Students	20,000	40,000			60,000
B. Conferences and Workshops	5,000	10,000			15,000
C. Staff					
1) Visiting		110,000			110,000
2) Local staff costs	17,000	15,000			32,000
D. Overheads					
1) Heat, Light, Cleaning	5,000				5,000
2) Telecommunications, office	5,000	15,000			20,000
E. Equipment	25,000	25,000			50,000
F. Books and Journals	18,000	25,000			43,000
Total	125,000	300,000			425,000

Annex 3

IMPLEMENTATION SCHEDULE OF THE PROGRAMME - LE 9805.02					Date of Drafting	April 1998
					Planning Period	31.10.98 – 31.10.00
Programme Title		EuroFaculty: Management and Development of EuroFaculty for Restructuring the Teaching and Learning of Public Administration, Law and Economics at the University of Latvia				
Projects Sub-Projects		Implementation Schedule (Semesters)				Budget Allocation Cost Estimate
		P L A N N E D				
		I Oct 98-Mar 99	II Apr 99-Sep 99	III Oct 99-Mar 00	IV Apr 00-Sep 00	
Undergraduate Education and Curriculum Development						
<i>Law</i>		C + I	I	N/A	N/A	50 000
<i>Public Admin/Political Science</i>		C + I	I	N/A	N/A	50 000
<i>Economics</i>		C + I	I	N/A	N/A	50 000
Professional Development						
<i>Retraining University Teachers</i>		C + I	I	N/A	N/A	50 000
<i>Training New Staff</i>		C + I	I	N/A	N/A	50 000
Resource Development						
<i>Library</i>		C + I	I	N/A	N/A	25 000
<i>Information Technology and Communications</i>		C + I	I	N/A	N/A	25 000
Total Programme		C + I	I			300 000 ECU
Legend D = Design of sub-project C = Tendering and contracting I = Contract implementation and payment						

Annex 4

COMMITMENT (CONTRACT) SCHEDULE - LE 9805.02					Date of Drafting	April 1998
					Planning Period	Oct 98 - Sep 99
Programme Title	EuroFaculty: Management and Development of EuroFaculty for Restructuring the Teaching and Learning of Public Administration, Law and Economics at the University of Latvia					
Projects Sub-Projects	Expected Contractual Commitments (Semesters)				Budget Allocation Cost Estimate	
	P L A N N E D					
	I Oct 98-Mar 99	II Apr 99-Sep 99	III Oct 99-Mar 00	IV Apr 00-Sep 00		
Undergraduate Education and Curriculum Development						
<i>Law</i>	50 000	50 000	50 000	50 000	50 000	
<i>Public Admin/Political Science</i>	50 000	50 000	50 000	50 000	50 000	
<i>Economics</i>	50 000	50 000	50 000	50 000	50 000	
Professional Development						
<i>Retraining University Teachers</i>	50 000	50 000	50 000	50 000	50 000	
<i>Training New Staff</i>	50 000	50 000	50 000	50 000	50 000	
Resource Development						
<i>Library</i>	25 000	25 000	25 000	25 000	25 000	
<i>Information Technology and Communications</i>	25 000	25 000	25 000	25 000	25 000	
Total Programme	300 000	300 000	300 000	300 000	300 000 ECU	

Annex 4

DISBURSEMENT (PAYMENT) SCHEDULE - LE 9805.02					Date of Drafting	April 1998
					Planning Period	Oct 98 - Sep 99
Programme Title	EuroFaculty: Management and Development of EuroFaculty for Restructuring the Teaching and Learning of Public Administration, Law and Economics at the University of Latvia					
Projects Sub-Projects	Disbursement (Payment) Schedule (Semesters)				Budget Allocation Cost Estimate	
	P L A N N E D					
	I Oct 98-Mar 99	II Apr 99-Sep 99	III Oct 99-Mar 00	IV Apr 00-Sep 00		
Undergraduate Education and Curriculum Development						
<i>Law</i>	30 000	50 000	50 000	50 000	50 000	
<i>Public Admin/Political Science</i>	30 000	50 000	50 000	50 000	50 000	
<i>Economics</i>	30 000	50 000	50 000	50 000	50 000	
Professional Development						
<i>Retraining University Teachers</i>	30 000	50 000	50 000	50 000	50 000	
<i>Training New Staff</i>	30 000	50 000	50 000	50 000	50 000	
Resource Development						
<i>Library</i>	15 000	25 000	25 000	25 000	25 000	
<i>Information Technology and Communications</i>	15 000	25 000	25 000	25 000	25 000	
Total Programme	180 000	300 000	300 000	300 000	300 000 ECU	

Annex 5

LE 9805.02

Relation of Project with previous PHARE activities.

The EuroFaculty was established by the Council of Baltic Sea States at its second Ministerial Meeting in 1993 on the initiative of Foreign Ministers Hans Dietrich Genscher and Uffe Elleman Jensen. The European Commission agreed to take the lead in setting it up by hiring the Director, organizing the Steering Committee and providing basic structural funding to enable it to operate.

The EuroFaculty's organizing Steering Committee Meeting was held on 13 June 1993 in Riga; Toivo Miljan was appointed Director and the EuroFaculty's Opening Conference, with over 200 ministerial and academic guests from all ten CBSS states took place on 27-29 September 1993 at the University of Latvia in Riga.

The EuroFaculty received financial support from the PHARE Tempus programme for Latvia, Lithuania and Estonia for four years, from 1993 to 1997, and a CBC-BPF grant for 1997-8. In Spring 1997 the Commission decided that future EU EuroFaculty funding should be channeled via the national PHARE allocations to the three countries for 1998 and 1999, with a transition to Accession Partnership funding thereafter.

The governments of Denmark, Finland, Germany and Norway provided funding for visiting teaching staff in Economics, Law and Political Science/Public Administration to the EuroFaculty Centres at Tartu, Riga and Vilnius. Swedish financing was limited to providing assistance for managing the EuroFaculty.

The PHARE funding is used to provide the crucial infrastructural underpinnings of the teaching transformation process: libraries, course books, educational equipment, information technology, management, mobility for staff and students, and teaching and learning retraining and training grants. Without the EU funding, which provides the necessary tools to the EuroFaculty, its reforming mission could not be carried out.

The total funding over the four year period, 1993-97 amounted to 5,678,440 ECU. Of this 1, 530, 000 ECU or 27 %, was provided by PHARE-Tempus. The three Baltic states provided 754 740 ECU or 13 %, and the five West European donor states 60 % at 3,393,000 ECU.

The EuroFaculty's mission is to help transform the teaching and learning of law, economics, and public administration/political science at the Baltic universities to European standards.

To implement this mission the EuroFaculty is pursuing four long-term goals, which should be reached by the year 2005 at Tartu University, the University of Latvia and Vilnius University:

- The transformation of curricula in each of its mandated disciplines up to the level of the Master's degree to the internationally accepted academic standards of the supporting universities;
- The transformation of the culture of teaching and learning to internationally accepted modes to ensure that the host universities have the means to operate the new curricula;
- The retraining, training and development of new staff at the Baltic universities to enable the transformed culture of teaching and learning to become self-sustaining ; and
- The development of libraries and computer networks to support teaching and research at international standards at each of the host universities.