

# **GUIDE FOR APPLICANTS**

LABOR MARKET ORIENTED CURRICULUM PROGRAM

Program by WUS Austria

Implemented by

**w u s a u s t r i a**

World University Service - Austrian Committee  
Right To Education

*financed by*

Austrian

 Development Cooperation

## Foreword

Dear applicant,

Please read the **Guide for Applicants** carefully. It contains full advice on completing the application form, assembling your supporting documentation, submitting your application, and a time plan indicating the closing dates and other deadlines and time frames. You will also find information about what happens after you have applied: selection procedures and assessment criteria.

**Please note:** Failure to follow the advice given in this Guide will result in the application being disqualified from the selection process.

**All candidates should read this guide thoroughly before compiling an application.**

**Completed Application Form with accompanying documents should be sent by email and post not later than 31<sup>st</sup> August 2008 to the address below:**

Further enquiries should exclusively be in written form and addressed to:

Mladenka Tesic  
Program Manager  
Dzordza Vasingtona bb  
(zgrada Tehnickih fakulteta)  
PO Box 21, 81000 Podgorica  
Phone/fax: +382 81 245 007  
Email: mladenka.tesic@wus-austria.org

## Table of Contents

<b>1. Introduction</b>	3
<b>2. Guide through the Application Form</b>	7
Section 1: General Information about the LMOC Program	7
Section 2: Market Research and Coherence Analysis	9
Section 3: Partners	10
Section 4: Budget	12
Section 5: Equipment	18
Section 6.2: Courses	18
Section 6.3.1: eLearning component	21
Section 6.3.2: BGP+	21
Section 6.4: Accompanying Documents	24
<b>3. Selection Procedure</b>	25
<b>4. Activity Schedule</b>	27

## 1. Introduction

Labor Market Oriented Curriculum Program (LMOCP) – supports interested faculties to create curricula according to the labor market needs.

This program encourages the faculties to introduce new or modified curricula and to apply innovative approaches to new or already existing courses. LMOCP supports introduction of new curricula in close cooperation with Austrian<sup>1</sup> HE institutions, with the objective to facilitate the transition of higher education in SEE towards European standards (Bologna process).

Generally it is foreseen to introduce a number of chair programs consisting of 5 courses per faculty. The program should add up to a total number of 15 to 40 ECTS credits.

The project emphasizes strategic support to the development of curricula focusing on (1) labor market demands resulting in practical application of knowledge, (2) cooperation with Austrian/EU higher education institutions, (3) Brain Gain effect and (4) Life Long Learning through contemporary educational technologies and methodologies.

In the **development of the chair programs** and its courses the grantees are supported through several measures:

- 1) **Scholarships for coordination of the Chair Program and for the development of each course (2,000.00 eur per chair and 500.00 eur per course lecturer)**
- 2) **Teacher training activities (participation is obligatory). The trainings will take place in January/February 2009. The costs of accommodation, rent of seminar room/equipment will be borne by WUS, whereas the daily allowance and travel costs will be borne by faculties**

---

<sup>1</sup> If no Austrian partner institution can be found, an exception can be made to apply with a partner institution from a different EU country, Switzerland or Norway.

- 3) **Literature purchase (obligatory) (max 500.00 eur is allocated per course by WUS but the corporate partner can contribute towards purchasing literature)**
- 4) **Writing and printing of a new script for every single course within the new program (obligatory) (to be financed by faculty)**
- 5) **Study trip to a relevant Austrian HE institution, ideally the cooperation partner (optional) (700.00 eur travel costs + 700.00 eur weekly allowance)**
- 6) **Equipment purchase (optional, under certain conditions) (max 10.000,00 eur is allocated per Faculty, however, the corporate partner can contribute towards purchasing new equipment or rent their old equipment)**

Additionally, the applicant is advised to include guest lecturers through the Brain Gain component (BGP+) and eLearning component in the project (Details under sections 6.3.1 and 6.3.2).

#### **Ad 1) TEACHER TRAINING ACTIVITIES (participation is obligatory)**

The LMOCP includes 3-day-long trainings for grantees (the first training is planned for January 2009). The trainings will take place at hotel Maestral, Becici. The workshops within these trainings will be conducted by local and international experts and cover topics related to curriculum development such as Bologna process, gender-sensitive curriculum development, linking higher education and economy etc. and will be supported by a translated "Handbook for bachelor and master study development" of the University of Graz, Austria (available on WUS Austria web site [www.wus-austria.org/podgorica](http://www.wus-austria.org/podgorica)). Participants will be the LMOCP coordinators and all lecturers who introduce or modify a course in the frame of the project; faculties which do not directly participate in the project will be invited to send representatives as well.

#### **Ad 2) PURCHASE OF SCIENTIFIC LITERATURE (obligatory)**

The LMOCP supports the introduction of curricula for degree programs by introducing new subjects or by applying innovative approaches - in content and methodology - to already existing courses. This will be supported by the purchase of modern literature.

### **Ad 3) PRINTING OF THE COURSE SCRIPTS**

For every new or modified course, a script must be developed and printed.

**Please note: The printing costs for the scripts have to be covered by the faculty (co-financing).**

Comments, remarks and suggestions regarding the script abstract given by peers during midterm evaluation must be taken into consideration and implemented. Each student of the course must get a copy of the script for free. In addition, at least 20 copies of this script go to the faculty library and 2 exemplars to WUS Austria. An official confirmation stating that the library received X copies of the script must be submitted to WUS Austria.

#### **Visibility Guidelines for the script:**

On the front cover of the script it must be stated that the script is a FREE SAMPLE. On the back covers, logos of WUS Austria and ADA must be placed (they will be provided by the WUS Austria LMOCP Coordinator).

### **Ad 4) STUDY VISITS (Montenegro – EU; EU – Montenegro)**

Since it is a precondition to cooperate with a partner university/faculty in an EU country (including Switzerland and Norway), which supports the development of the new curriculum through expertise, we also recommend to use the opportunity to make a **study visit**, preferably (but not necessarily) at the partner university, or to invite an expert from this university in the EU to your faculty. The foreseen duration of a study visit is between 5 and 7 days.

Each course lecturer within the new curriculum is entitled to undertake one study visit or invite one expert. The travel expenses are covered up to max. EUR 700 and other costs (accommodation, per diem, local transportation) will be reimbursed with a maximum of € 100 per day.

The partner university has to certify its support through a letter of endorsement including the exact dates of the planned visit.

After returning home the lecturer needs to provide the confirmation from the partner university about the study visit (again with exact days!), a report about the study visit, original invoices and boarding passes.

## **Ad 5) EQUIPMENT PURCHASE**

The provision of equipment is only foreseen as an accompanying measure, preconditioned by the given need for the implementation of the curriculum.

The provision of equipment in the frame of the LMOCP is not only bound to certain conditions, but the contribution of WUS is also limited to a max. of 10.000 EUR, which is a maximum of 50% of the total equipment value. The applicant has to co-finance at least the other 50%. The applicants are required to procure at least three different offers for the provision of equipment. In case it is impossible for the applicant to procure three offers (perhaps due to a lack of suppliers), the applicant is required to justify this in writing. The cost of the equipment purchased abroad must include all the accompanying costs (CIP and freight cost). WUS Austria reserves the right to procure additional offers.

**Please note:** The equipment needs to be co-financed by the applicant with at least 50% of the total equipment value.

**IMPORTANT:** For all the above mentioned items, the VAT must be covered by the applicant. When applying for equipment purchase, the VAT amount could be considered part of the 50 % co-financing.

## 2. Guide through the Application Form

The application form consists of 6 sections, where the following series of questions need to be answered:

### **Section 1: General information about the chair program (under LMOCP)**

- Information about the applying faculty and the coordinator
- Stamps and signatures of the Dean and Rector
- Academic statement:

State the level of study within which the new chair program was introduced.

Total of ECTS credits and duration of the program: chair programs in line with the Bologna process have between 15 and 40 ECTS credits in total, depending on the program duration. For detailed information on ECTS, as a credit transfer and accumulation system as well as instructions for proper credit distribution and alignment with student workload please see EUA's ECTS Users' Guide (available on WUS Austria web site [www.wus-austria.org/podgorica](http://www.wus-austria.org/podgorica)).

Info: The Bologna process envisages the introduction of a European Credit Transfer System (ECTS) in order to make achievements and workload compatible. One ECTS-Point corresponds to 25 to 30 hours of work and includes the whole time a student needs to successfully complete a learning activity. Within one year, about 60 ECTS points can be acquired in a full-time study course. This corresponds to a working time between 1500 and 1800 hours per year. In calculating ECTS points, the following factors have to be taken into consideration:

- \* Presence (contact hours)
- \* Workload: preparing for class and study outside of class (in the library, reading, etc.)
- \* Practical work
- \* Workload for term paper, presentation and project work
- \* Workload for the exam preparation

Thus, the conversion from hours per week per semester into ECTS points varies according to the learning and working complexity.

An outline on how the ECTS points have been calculated in the project proposal should be delivered within the description of each Course (Annex 6.2)



- Other participating department(s), faculty(s), or university(s) if any: Since the new chair programs should explicitly focus on employability and therefore have to include an innovative focus considering the combination of contents and teaching methods, an interdisciplinary approach is considered an asset. Depending on the evaluated labor market and society demands, interdisciplinary breadth could make the new program unique. In this regard not only inter-department cooperation, but even inter-faculty or inter-university cooperation, enabling a distinctive offer of economic, technical, political etc. subjects can be undertaken.
- Aim of the proposed chair program: The aim of the to-be-introduced program should be stated clearly and in a concise form (for example bullet points), characters to be limited by a maximum of 1.000)
- Learning objective(s): Again, a clear and concise statement (max. 1.000 characters) is foreseen. The learning objectives should relate directly to the labor market and society demands assessed through a market analysis.
- Market research (see Section 2 for details): At this point, only a short overview on how the demand for graduates of the to-be-introduced curriculum in the labor market has been tested and a list of groups consulted should be given. The first question relates to methods of research or analysis used for the needs assessment, the second one requesting a statement of sources used for the same.
- Intended student intake: What is the expected number of students to attend the newly-introduced courses? The ideal student number should relate to the market demand as well as to the intended mix of teaching methods.
- Entry requirements: What are the formal qualifications and pre-requisites demanded from students/secondary school graduates to be eligible for the program? Are only graduates/secondary schools graduates of one or several specific bachelor programs/secondary schools eligible, or is the program open for a wider variety of graduates/secondary school graduates? How will professional experience be evaluated?

**Application for additional measures:**

The Brain Gain Program+ (BGP+) and Life long learning/ eLearning measures are foreseen to support the **LMOCP**.

Within their program, faculties can also apply for up to 2 brain gain visits, (i.e. guest lecturers) using Brain Gain Program+. The guest lecturers coming through the BGP+ ideally also take over mentorships for the final theses/projects of students. Within BGP+, the faculty can apply for short term visits (up to 3 weeks). In any case, the guest lecturer has to take up at least 15 teaching hours per week.

**Curriculum Overview Matrix:**

Within the LMOC program, one chair program with up to 5 courses can be supported (in the frame of this program). If, for a specific project, a bigger number of courses is needed, there can be made an exception to accept also projects with more courses. However, the WUS/ADA project can **ONLY COVER THE COSTS FOR 5 COURSES**. The matrix reflects the courses that will be supported by WUS/ADA.

Additionally, the number of teaching hours and ECTS credits per course have to be stated. Finally it is necessary to outline for each course if an eLearning segment will be produced, if a BGP+ lecturer will be invited and if the course takes place in the first or second semester. Please keep in mind that in the end, the total number of teaching hours and ECTS credits should be more or less the same in each semester (to keep the workload for students in balance).

**Section 2: Market Research and Coherence Analysis**

The basis for the introduction of the new chair program is the analysis of the local labor market and society trends. Therefore, it is indispensable to conduct some kind of market and coherence analysis in order to justify the introduction of a new chair program. The analysis can have different forms. In the most ideal case, a scientific study will be conducted by an independent social science institute. The whole study can be provided as an annex to the project proposal, while in this section of the application form a maximum of 2 pages is required.

It is also possible that the applying faculty itself conducts such an analysis collecting data (from labor market institutions, trade associations, companies etc.) proving the needs and demands of the labor market and society. This analysis should be leading,

ideally, to a *catalogue of competences* which graduates of the new program should possess and a list of core *employment sectors* of future graduates including concrete examples (companies, job areas etc.) to be substantiated with the collected data.

**Info:** A *Catalogue of Competences* gives an overview over the most relevant professions and job families in the respective field of the intended chair program. It also describes the main competences which have been identified as absolutely necessary for these jobs and its main tasks. In the Catalogue, the most relevant technical competencies, content-related competencies, management, behavioral etc. competencies should be listed for each identified profession or job family. The competence catalogue can also be sent out to relevant enterprises or employees in the field, asking them to rate the importance of each competence on a scale from 0 to 2 (0= not important, 1= important, 2= very important).

Finally it should be described how the demanded competences will be acquired through the proposed chair program and/or specific courses within the program.

The coherence analysis should include an assessment of alternative undergraduate or postgraduate curriculum offers in the region with an outline how the chair program proposed in this application can positively complement the existing study offer.

### **Section 3: Partners**

**3.1 Labor market partner:** It is obligatory for the new chair program to have at least one partner from the local labor market, ensured through a letter of commitment signed by the partner company, organization or institution (Annex 6.4.5) or a representative of a consortium (asset). The labor market partner(s) can be either local companies/institutions/organizations or international ones operating locally in the country.

The partnership(s) can be arranged in different ways and should be as intense as possible. Cooperation is possible in the following ways:

- co-financing of equipment purchase
- in-kind contributions
- sending experts to take over guest lectures
- providing stipends for students
- providing internships for students

- providing assignments for final theses or projects (ideally remunerated)

The concrete ways of cooperation agreed on with the partner(s) have to be described in detail in this section including concrete values (for equipment co-financing and in-kind contributions and the like) and numbers (for stipends, internships, theses assignments and the like).

Agreed ways of cooperation not listed above should be described in this section and added in the model letter of commitment (Annex 6.4.5).

It is understood that the labor market partner has to contribute in at least 2 of the listed ways to the cooperation partnership. Measures directly supporting the employment perspectives of students and graduates (like internships and final theses/project assignments) will be evaluated as assets.

**3.2 Austrian<sup>2</sup> cooperation institution:** It is obligatory for the new chair program to have a partnership with an Austrian higher education institution supporting the process of curriculum development through knowledge transfer and direct collaboration. The concrete ways of cooperation have to be described on a maximum of 2 pages.

The cooperation partner should:

- share knowledge and experience, e.g. through putting relevant curricula at the disposal of the Montenegrin partner institution, advising the process of development of the program outline (application form) and curriculum development after program has been positively selected;
- invite a certain number of course lecturers to carry out their study visits at their institution (obligatory);
- conduct the majority of peer reviews in the frame of the midterm evaluation (evaluation of syllabus and script of each course) (obligatory);
- send guest lecturers to the partner institution using BGP+;
- take over the supervision of a certain number of final theses/projects;
- exchange courses that will be automatically recognized for students of the partner institution.

---

<sup>2</sup> If no Austrian partner institution can be found, an exception can be made to apply with a partner institution from a different EU country, Switzerland or Norway.

Please describe in detail which of the proposed activities and/or which additional activities will be carried out in partnership with the Austrian/EU cooperation partner and add the number of each (e.g., how many peer reviews, how many study visits, etc.).

Additional measures to increase students' mobility between the two institutions will be considered a strong asset.

To confirm this form of partnership, the cooperation institution's letter of commitment (Annex 6.4.4) has to be stamped and signed by the Dean of the respective faculty.

In a cooperation partnership (see 3.2), the cooperation institution cannot count on any additional funds except the remuneration of peer reviews (€ 200/ developed course). Guest lectures can only be conducted in the frame and under the regulatory framework of BGP+.

#### **Section 4: Budget**

The detailed budget has to be filled, as separate Section 6.1, in the enclosed excel form. As a part of the application form, the respective subtotals (i.e. direct costs section: sub-total scholarships, sub-total books, sub-total scripts etc.), which you get after completing the budget excel form, have to be inserted in the table 4.1 in the application.

Please follow the instructions below when completing the budget form (annex 6.1):

#### **Filling in the budget section of the LMOCP application form – instructions for applicants**

Please note that all the amounts stated in the budget section of the application form should be in EUR. For conversion of other currencies you may turn to various converters available on the Internet (e.g. Oanda F/X Converter).

The Budget section consists of four parts:

1. The first part of the Budget section is reserved for the direct LMOCP costs. These costs are further divided into six groups.
  - a) Scholarships – the project allows for two kinds: max. EUR 2,000.00 for the chair program coordinator, and max. EUR 500.00 per lecturer. The applicant should primarily fill in the cell C7 (skipping the C6, in which the number one should remain – because there can be just one coordinator). In C7, it is expected for the total number of lecturers to be entered, which will obviously correspond to the number of courses, except in one case – if the coordinator is also one of the lecturers. Please note that he/she is then not eligible to receive both honoraria. Therefore, in C7 it is expected that you enter total number of lecturers' honoraria recipients. If there is some sort of co-financing secured for any of the honoraria, it should be entered into appropriate cells in columns D, E and F (depending on the donor, please check column headers), after which you may pass on to filling in the requested amounts in column H. For every entry that you make in the column H, it may prove useful to consult the data from the neighboring column G which lists the available maximum amounts for each of the lines (this, as you will undoubtedly see, depends on the data you enter into the column C and the limits defined by the project plan onto which the applicants have no influence). The amount the applicant enters into the cell H7 should be the sum of all the lecturers' honoraria – and not an average or any of the individual amounts.
  - b) Books – maximum amount for the acquisition of scientific literature per course is EUR 500.00. If, for any reason, lesser amount is requested for any of the courses, it will still not allow for the breaking of this limit in other cases. After this, the co-financing sections are filled, if there is any co-financing that should be taken into consideration. Just as with the previous expense group, the applicant then goes to the cell H9, stating the full amount expected from the donor (ADC, through WUS Austria) for the acquisition of books for the entire project (not an average or any of the amounts for particular courses). It is essential that the project coordinator is familiar with the necessary literature, and that the lecturers conduct a thorough inquiry on the prices and availability prior to applying. Please bear in mind that the sum requested from WUS Austria may not include

local VAT, seeing that the donor cannot be expected to pay local taxes for the donation made to local public institutions. The customs duty will also not be covered by WUS Austria, and therefore not included in the amount placed in the H9 cell. However, freight and insurance are the costs that can be covered from the awarded funds, as long as they fit in the total literature costs' limit, as seen in the column F. These costs, as you can see, are stated separately, in the H10 cell. The applicants are of course not expected to display astronomical precision when entering these amounts, but are advised to keep in mind that it will not be possible to breach the stated amount later (except for foreign exchange rates fluctuation and in some very special cases that would require additional documentation). That is why it is of utmost importance that all those engaged in a project inquire on the prices and availability of the necessary books. The sum of all these prices should then be increased by some smaller amount, e.g. 20-50 EUR or so (not by hundreds) – all the while minding not to exceed the 500.00 EUR limit. Please also bear in mind that the items or delivery expenses which were not initially foreseen in the budget will not be taken into consideration later on.

- c) The Script/Textbook – WUS Austria does not cover the costs of script/textbook printing, but expects from its applicant to secure the funds for this expense from other resources. These funds should nonetheless be entered into appropriate cells in columns D, E and F, depending on the donor. The cell C12 is expected to contain the total number of courses, seeing that the creation of a new script/textbook is compulsory for each of them.
- d) Travel Costs – this group of the budget refers to travel costs of the Montenegrin lecturers going abroad, as well as those of the guests from abroad coming to Montenegro within the frame of the LMOCP study visits. Maximum amount obtainable from WUS Austria for the travel costs of one study visit is EUR 700.00. Initially, the total number of the courses for which the trips are foreseen should be entered into the cell C14. If there is a form of co-financing, its value should be stated in appropriate cells of the columns D, E and F. In each of the cells in column H that relate to this particular group of expenses (H14-H18) – the full amount (sum for all the courses) is required. As in the case of scientific literature, the applicants

are advised to round up the amounts - increasing them by some 20-50 EUR or so after getting well acquainted with the current prices. Please understand that the awarded funds will never exceed the requests made in this budget, and that, once awarded, these amounts become limits that cannot be broken. As one can see, the travel costs group has five lines:

- Direct travel costs – refers solely to the basic means of transport, e. g. just the air tickets and/or train tickets (for all the lecturers), or the costs of using a private vehicle, should anyone choose that option for traveling to another country. The “basic means of transport” means that the costs of transportation from home to the airport/train station, and those from the airport/train station to the hotel, taxi, bus and metro fares do not belong here.
  - Additional travel costs – here one should enter all the secondary expenses, such as transportation to the airport/station (whether the airport/train station is situated in the university center of the lecturer-traveler or in a different city is of no importance here) and from the airport/station to the hotel etc. The expenses of day-to-day local transportation during the lecturer’s stay do not belong in this line, or anywhere else in the travel costs group.
  - Visa issue expenses – the price of visa for all the lecturers undertaking a study visit.
  - Insurance costs – for all the planned study visits
  - Visa-issuance related and other travel costs – this line applies only to the lecturers from towns other than Podgorica, seeing that it is a common case that they must travel to Podgorica on one or two occasions prior to the study visit itself in order to complete all the formalities at the embassy of a chosen country.
- e) Accommodation expenses – these are divided into two lines: hotel costs and per diems. The maximum amount obtainable for accommodation for a study visit is EUR 100.00 per day. When filling in this group of the budget, the applicant will first enter the total number of courses for the implementation of which these visits are required into the cell C20. In the cell C21 a total number of DAYS which the lecturers spend on their trips (counting also their days of departure and days of return it should not be less than five nor should it exceed one week per study visit – longer



periods of stay are, of course, possible, but will not be covered by per diems) should be stated. Once these fields are filled in, the cells G20 and G21 will show maximum amounts obtainable from WUS Austria for hotel accommodation and per diems. The cell G22 will contain the sum of these two. It is important to note that we have one exception to a general rule here – exclusively, the amount shown in the G20 cell is NOT the actual limit for hotel accommodation price that can be covered by WUS Austria. It can be broken as long as the applicant remains within the total limit set in the cell G22 (which would then imply lesser per diems). The per diem maximum, however, can never be exceeded. So, hypothetically, a lecturer may choose to use all the accommodation funds to cover a hotel bill, but the opposite scenario – to take the full amount in the form of per diems – is not an option.

- f) Equipment – maximum funds available per Faculty are EUR 10,000.00, on condition that an equivalent or larger amount of co-financing is provided. Therefore, turning to this budget group, the applicant will primarily have to fill in the field C23 with “0” or “1” (where zero would mean that no equipment is requested, and one the opposite), and then the appropriate fields in the range D23-F24 (depending on the co-financing support source, please check column headers). Only after this is completed will it be possible to pass to the column H. Even though submitted offers will contain VAT, WUS Austria will not cover the import duty and local VAT. Freight and insurance can be covered by the funds obtained from WUS, but, as one can see, these costs should be separately stated, and we use this chance to emphasize that they are not added to, but included into the EUR 10,000.00 maximum. The amount requested for equipment should be calculated very accurately, using the exact prices from the pro-forma invoices obtained from the companies.
2. The second part of the budget refers to the Brain Gain Plus aspect of the project, and it is divided into three groups:
    - a) Travel costs – for the cell C33: the applicants are expected to enter the total of Brain Gain Plus visits that they require (max. 2). Then, provided that there is any kind of co-financing for the travel costs of the guest lecturers, the cells in the columns D, E and F are filled in. Finally, the total

of requested travel costs for all the Brain Gain Plus visits are entered into the cell H33. So, unlike the first part of the budget and the LMOCP study visits, in this case travel costs are not sorted by their variety but are expected to be calculated in total. As before, the applicants are asked to mind the limit presented in the column G. Generally, travel costs that can be covered from the funds awarded by WUS Austria may not exceed EUR 800.00 per Brain Gain Plus visit.

- b) Accommodation costs – in this group, the applicant should fill only the cells (or cell) from the D35-F35 range, seeing that the Brain Gain Plus accommodation costs are not covered by WUS Austria, but by the Faculty itself, so – they need to be covered through co-financing. The applicants are kindly asked to state the value of co-financing in the appropriate cell.
  - c) Weekly allowance – the C37 cell should contain the total number of WEEKS that the guest lecturers coming within frame of the Brain Gain Plus visits will spend at the hosting institution (i. e. applying institution, viewed from the aspect of this budget and application form). The weeks of stay of all the visitors are added up, regardless of eventual overlapping periods. Reminder: Brain Gain Plus visits within the LMOCP may not last less than one week, nor longer than three weeks (unless the prolongation period is entirely covered by co-financing) On completing the co-financing data (if such exist for the weekly allowance expense group), the applicants will move on to the cell H37 and enter the totals of requested honoraria for all the guest lecturers. The honoraria are limited to EUR 500.00 per week, so the applicants are consequently advised to mind the available maximum appearing in the column G.
3. The third part of the budget is in fact the table of totals, which is filled automatically using the data that the applicant provides in other sections.
  4. The fourth part of the budget is just a blank space, or rather, a box, available for any comments or special notes that the applicants might consider important for better understanding of the financial aspect of the project or in any way beneficial to their particular financial request. Entering data into this box is by no means obligatory. But if the applicants do choose to fill this field,

they are kindly asked to input short notes only. The rest of the application provides space that is more than sufficient for any detailed explanations.

### **Section 5: Equipment**

This section only needs to be filled if purchase of equipment is foreseen.

The following items are not allowed: travel costs, construction work, furniture, subscriptions to databases and magazines, disposable materials, laptop computers, upgrades of the existing software.

**Please note: The equipment needs to be co-financed by the applicant. Percentage of co-financing for equipment is at least 50% of the total equipment value (not 50% of the amount requested from WUS Austria).**

**5.1** Procure at least three different offers for the provision of equipment. State the different offers in the form.

**5.2** Justify the need for this equipment with regard to introduction of the new chair program.

**5.3** Describe how and where the equipment will be used and who will have access to it. Photos of the facility where the equipment will be placed can be requested at a later stage of the selection process.

### **Section 6.2: Courses**<sup>3</sup>

**6.2.1 Course Description:** For each course, this part of the application form has to be copied and filled separately. The table corresponds to the curriculum overview matrix in section 1 and needs to be filled accordingly.

**Objectives (Competences):** The objectives of a course are described in the form of competences (knowledge, insight, attitude, skills) which the student must acquire in the chair program. There is a distinction between *general competences* (e.g., high-level spoken and written communication skills; Capability and skill for teamwork;

---

<sup>3</sup> Section 6.2 Courses is available in word doc. format as a separate section of the application on [www.wus-austria.org/podgorica](http://www.wus-austria.org/podgorica).

Skill for the independent acquisition of knowledge; Capability for lifelong learning in an information-based society; Capability for developing critical thought etc.) and *profession-specific competences*.

Acquiring the competences is crucial for determining whether or not a course succeeds.

The listed competences should be linked to the to-be-acquired competences described under Section 2, Market Research.

**6.2.2 Course Syllabus:** This part of the application form has to be copied and filled for each course separately.

**Course Title:** Fill in the course title.

**Course is modified or new:** State if the same course was taught at this faculty before (within a different study program) or if its introduction is completely new.

**Explain relation between teaching hours and ECTS credits:** As outlined in Section 1, one ECTS point corresponds to a workload of between 25 and 30 hours. Based on this, describe how the specified ECTS points to be acquired through this course have been calculated.

**In the calculation of workload the following items play a role:**

—The total number of contact hours for the course unit (number of hours per week x number of weeks);

—Preparation before and finalizing of notes after the attendance of the lecture / seminar;

—The amount of further independent work required to finish the course successfully. The last item is the most difficult one to calculate and depends largely on the discipline concerned and the complexity of the topic.

Independent work can contain the following items:

- The collection and selection of relevant material.
- Reading and study of that material.
- Preparation of an oral or written examination.
- Writing of a paper or dissertation.
- Independent work in a lab.

**Course date:** If you already know on which days the course will take place, state here. If you don't know the exact days yet, state a more general assumption (e.g., January 2010).

**Lecturer:** Contact data of the course lecturer.

**Course type:** It's important to know if the course is conceived as seminar, lecture, lab session or else. It helps the evaluators of this application to get a clear picture of the structure of the program and to see if different teaching and learning methods are used in a balanced and complementary way.

**Format:** Courses can take place once in a week for 2 academic hours, or during one full weekend (15 academic hours). There are many possible kinds of formats, and some formats fit better for a lecture (e.g., the once-in-a-week format) while others create a better situation for lab sessions or seminars (e.g., block seminars). But there are more arguments for holding a course in a specific format (for example, a guest lecturer is invited for a week only and therefore, the course has to be held as a block seminar).

**Level:** a) Introductory: A course is introductory when it encompasses a domain and no specific prerequisite knowledge or skill is demanded.

b) Deepening: A course is deepening when it builds upon another course and demands domain specific prerequisite knowledge or skills.

c) Specializing: A course unit is specializing when it demands thorough domain-specific prerequisite knowledge.

**Course description (content):** Briefly describe the topics covered in the course.

**Examination modalities:** List the different examination modalities on whose basis the final grade will be assessed. Use percents (adding up to 100).

Example: presentation 30%, active participation in class 30%, final paper/exam 40%.

**Learning outcomes:** Show how the course contributes to the objectives (i.e., to-be-acquired competences) of the chair program.

**Instructional methods:** Describe which methods will be used by the course lecturer to teach the course.

Example: "This course is taught using a variety of instructional methods including lecture, class discussions, small group work, project creation, and electronic discussion (email and website chat room)."

The instructional methods should be reflected in the examination modalities (see above).

**Required/recommended literature:** Distinguish between required and recommended literature. List books and magazines with full publication details. Mind that literature must be available for students.

**Topics and assignments:** A rough course schedule indicating the number (and duration) of sessions and an outline of topics and themes as well as readings and assignments for each session (preferably from the script).

#### **Section 6.3.1: eLearning**<sup>4</sup>

E-learning component is not foreseen in the budget but it will be regarded as an asset if it is included in the proposal. Applicants should provide at least rough evaluation of financial and time savings, increase in the level of collaboration with EU and home institutions and corporate partners in sharing of resources due to the introduction of e-learning component.

#### **Section 6.3.2: BGP+ and lecturers of the cooperation institution**<sup>5</sup>

The Brain Gain Program + (BGP+) aims at bringing professors, researchers, assistants or experts in relevant fields from former Yugoslavia back to the region by inviting them to lecture courses which are not available at the universities/faculties in SEE, thus filling the gaps in the local teaching, research and mentorship capacities.

---

<sup>4</sup> Section 6.3 *Optional components – eLearning and Guest lecturers* is available in word doc. format as a separate section of the application on [www.wus-austria.org/podgorica](http://www.wus-austria.org/podgorica).

<sup>5</sup> *ibid*

Emigrated means, that they left the countries of former Yugoslavia. Therefore academics that moved from one part of former Yugoslavia to another one are not eligible, with the exception of Slovenia. Additionally, courses by Austrian guest lecturers can be funded through the BGP+. Preferably, the BGP+ lecturers will come from the Austrian partner HE institutions.

Please refer to the information stated under 3.2 "cooperation partnership" to find out more about the nature and structure of guest lectures conducted by lecturers from the cooperation institution.

Since the BGP+ and the cooperation pool are belonging to different budget lines, inviting lecturers through the cooperation project does not have any effect on the available means for BGP+, i.e., it's still welcome to invite emigrated academics through BGP+ with the advantage that these can also come from a different HE institution than the cooperation institution.

### **Structure of the BGP+**

Within the BGP+, it's possible to invite guest lecturers for **short-term visits** (1-3 weeks), the lecturers have to conduct a minimum of 15 teaching hours per week.

In addition to that, it would be recommended that every guest lecturer who takes over courses within the chair program is also ready to take over mentorships for final theses, since the lecturer is forming part of the program's faculty.

As can be seen in the application form, it is important to plan in advance and make arrangements with the guest lecturer/researcher before applying for LMOCP, to be able to fill in all requested information.

However, if for some unforeseen and justified reasons, specified lecturer/researcher cannot come or has to change the foreseen time period for his/her coming, WUS Austria will accept certain changes. Reasons for these changes, new time frame, or information about new guest lecturer must be documented properly and sent to WUS Austria at least 3 months in advance.

## **Co-financing**

The applying university/faculty is obliged to finance the accommodation during the stay of the guest lecturer.

## **Reimbursement**

WUS Austria reimburses the costs after the lecturer's visit! The receipts for travel costs, reports written by the guest lecturer, the granted institution (department/faculty) and students' evaluation of the course have to be submitted. The submission of the final calculation and the reports are a precondition for the reimbursement of project costs. Comprehensive information about the reimbursement and the respective forms will be sent to the faculty together with the notification of the grant. No advance payments will be made!

### **6.3.2.1 Please indicate the course number(s) and give a brief description of the course(s) the guest lecturer will conduct.**

Number, title and subject of the course(s) and topic(s) covered: Indicate course(s) which guest lecturer will conduct or contribute to. If only one part of the course syllabus will be covered by the guest lecturer, specify which one.

Time frame for the course(s): date and duration of guest lecture, number of lecture hours per day (1 lecture = 45 min.; min. = 15 lecture hours), etc.: average number of teaching hours per day to be stated. Less teaching hours per week can be accepted if significant research work will be taken over by the guest lecturer.

Total number of teaching hours have to be stated and divided into lecture and exercise hours.

Examination modalities: How will students' achievements be measured.

Teaching language: In which language will the guest lecturer teach.

Is the guest lecturer planning to support research work at the hosting institution? If so, please describe the research project/ area of research and the guest lecturers role in it. It is desirable that guest lecturers contribute also (in addition to teaching) to the hosting institution's research activities. Here is the field to explain how and what is planned in this regard, if at all.

Is the guest lecturer planning to take over mentorships? If so, how many students could he/she accept? The question refers to the above described consideration that guest lecturers take over mentorships for final theses, at least within the chair



program. This is recommended for every guest lecturer taking over courses within the chair program and therefore becoming part of the program's faculty.

Explain why it is important for your faculty to invite the proposed guest lecturer:

Why can the faculty not cover the needed course(s) by itself?

How are these lectures connected to and how do they supplement existing courses of this program? Show how the lecturers are embedded into the curriculum structure.

In which way are these lectures oriented to labor market needs? The question refers to the results of the market research and the catalogue of competences and job profiles.

Was the lecturer employed at your faculty before? If yes, in which period? Of course, repeating a previous successful cooperation experience will be seen as an asset.

### **6.3.2.2 Guest Lecturer**

Fill in personal data of the guest lecturer. A CV has to be provided as attachment (9.10)

## **Section 6.4: Accompanying documents**

All the documents listed below should be provided as attachments to the application form. In addition, other documents that you might consider as relevant can be attached.

**Omitting to fill in any of the fields or failure in submitting any of the requested documents will result in rejection of the application as incomplete.**

**6.4.1 Letter of Commitment of the Faculty/University** – rector and dean assure dedication of the faculty for the implementation of the new chair program for at least three academic years starting from the 2009/2010 academic year.

**6.4.2 Letter of Commitment of the Chair Program Coordinator** – proves the taken responsibility for the implementation of the program firmly in accordance with the implementation concept.

**6.4.3 Letter of Commitment – Producing and Publishing of the Scripts** – Chair program coordinator justifies the dedication of the lecturers to produce the scripts including the dean's signature confirming the financing of the scripts.

**6.4.4 Letter of Endorsement by the EU/Cooperation Partner** – proves the commitment of the partner university/faculty to support the implementation of the chair program (under LMOCP).

**6.4.5 Letter of Endorsement by the Local/International Company/Institution/Organizations or Consortium** – Proves the existence of partnership relation.

**6.5 CV's of the chair program coordinator and course lecturers** – It is preferred that CV's to be provided on EU template that can be obtained through <http://europass.cedefop.europa.eu/> .

**6.6 3 offers for the equipment** - for applications which include the purchase of equipment

**6.7 Co-financing documentation** - invoices or statements of co-financing for applications which include the purchase of equipment

**6.8 Letter of endorsement by the University eLearning Center** - for applications which include the eLearning component

**6.9 CV of the BGP+ guest lecturer(s)** - for applications which include Brain Gain component and/or) and/or of guest lecturers within cooperation projects with an EU university

**6.10 Budget in Excel form**

### **3. Selection Procedure**

**Description:** The Selection Procedure will be carried out by WUS Austria, the competence team, cooperation partners or local and EU experts. **4 LMOCP proposals will be selected by the Selection Committee.**

The selection process consists of the following parts:

- Technical evaluation (based on the must criteria)
- Experts' evaluation (WUS will provide one EU and one local peer in order to assure proper evaluation of the application)
- Pre-selection monitoring
- Final decision taken by the selection committee (consisting of representatives from the universities, from the Austrian coordination offices, from the ministry of education and WUS Austria)

#### **CRITERIA:**

##### **MUST-Criteria**

1. Formally valid application

2. Confirmation by faculty/university
3. Co-financing of printing of the course scripts (100% co-financing required). In cases where the application includes equipment, the percentage of co-financing for equipment is 50%
4. Innovation in content and/or methodology
5. Linking between theoretical and practical work
6. Linkage between education system and economic environment (local labor market): confirmation of cooperation by labor market partner
7. Cooperation with Austrian<sup>6</sup> HE institution (cooperation partner)
8. The demonstration of the need for equipment must be well-founded and credible as equipment costs are only eligible if the purchase of equipment is indispensable for the achievement of the program objective (only in cases where equipment is requested).

**OTHER Criteria:**

1. Peer review
2. Quality of content of newly introduced/modified courses
3. Formal requirements and capabilities of the applicant
4. Quality of application
5. Institution profile
6. Applicants CV
7. Impressions during monitoring
8. Labor market relevance of the curriculum
9. Student involvement
10. Justification of the need to introduce the chair program (quality of market research and coherence analysis)
11. Quality and dimension of cooperation with the Austrian HE institution
12. Quality and dimension of cooperation with the labor market partner

**Assets:**

1. Multiplier effect
2. Joint program with other faculty/ies (interdisciplinary project)
3. Implementation of e-Learning as a tool for life long learning

---

<sup>6</sup> If no Austrian partner institution can be found, an exception can be made to apply with a partner institution from a different EU country.

4. Involvement of visiting lecturers through BGP+
5. Previous participation in WUS Austria/ ADC projects

**Please note: To assure a professional implementation of the projects, in the selection procedure (and also during the implementation!) special attention will be given to the responsiveness of the applicant!** This will be measured through the reachability of the applicant, the time it takes to get responses, the punctuality etc.

<b>4. Activity Schedule</b>
-----------------------------

**Below the most important deadlines and time frames relevant for the applicants are listed. A detailed plan of activities will be expected to be developed by every applicant after positive selection!**

ACTIVITY	DEADLINE
Call for applications published	24 <sup>th</sup> April 2008
University and Economy kick-off event	19th March 2008
Deadline for submitting applications	31 <sup>st</sup> August 2008
Technical evaluation, WUS office in Podgorica	7 <sup>th</sup> September 2008
Evaluation of applications by the competence team in Austria	September – November 2008
Selection panel meeting	14th November 2008
Contracts signing and presentation of the new curricula	From 20 <sup>th</sup> to 25 <sup>th</sup> November 2008
Development of the approved curricula	15th February 2009
Expert evaluation	15 <sup>th</sup> March 2009
Further adaptation of the approved curricula according to the competence team remarks + second expert evaluation – deadline for the final description of the curricula	30 <sup>th</sup> April 2009
Purchase of the literature and equipment	From 15 <sup>th</sup> March to 30 <sup>th</sup> April 2009
Writing and publishing of the script	From 1 <sup>st</sup> May to 21 <sup>st</sup> July 2009
Study visits	From 15 <sup>th</sup> March to 21 <sup>st</sup> July 2009
Start of the new curricula at the Faculties	October 2009