Project No: LE99.03.02

Title: EuroFaculty

“Management of the Restructuring of Teaching and Learning of Public Administration, Law and Economics at the University of Latvia to the EU level, and the Development of the Institute of European Integration Studies”

1. Location

University of Latvia, 19 Raina Bulv., LV-1586, Riga; Mr. Arild Saether, EuroFaculty, Director

2. 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 consists of co-operation between visiting and local staff to develop curricula and to deliver study programmes at normal European levels, especially study programmes suitable for both existing and prospective public servants. Also involved is the development of suitable course materials and the training and development of new teaching staff.

National Programme for Adoption of Acquis
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

EuroFaculty is an on-going project established in 1993 by the CBSS and the European Commission. Its mission is to assist in the transformation of teaching and learning in law, economics, and public administration/political science at the Baltic universities. At the University of Latvia, EuroFaculty supports the upgrading of these disciplines to normal European levels through the following activities:
- In each of its mandated disciplines the transformation of programmes and curricula up to the level of the Master's degree to levels which are the equivalent to the academic standards of the supporting universities;
- The transformation of the culture of teaching and learning to internationally accepted modes which will ensure that the host universities have the capability to deliver the new curricula and programmes;
- 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;
- The development of libraries and computer networks to support teaching and research at international standards at each of the host universities;
- Development of specific EU pre-accession programmes by the EuroFaculty and the Latvian Institute of European Integration together with the Ministry of Education with support from the donor countries’ participating universities.
Undergraduate Education

The visiting academics will work together with local academic staff to further modernize their particular disciplines. An intermediate course taught by local staff in the national language is typically included in the EuroFaculty course list as soon as it has been determined that this can be offered at the appropriate level. After two years of monitoring (a quality control function) the course will normally be transferred wholly to the local faculty.

Visiting academics will be needed for at least six more years. As local staff assumes responsibility for EuroFaculty courses, visiting staff will spend more time developing and teaching post-graduate courses. Throughout the duration of the EuroFaculty project they will play a key role in undergraduate education, professional development and all other EuroFaculty programmes and activities, which depend crucially upon the work of the visiting staff within the host universities. This is the most important contribution to be made by the supporting universities. Typically, these visiting lecturers will be senior staff teaching intermediate, senior and post-graduate courses.

Professional Development

Retraining of existing Academic Staff

Work done by participants in the re-qualification programme on course development and especially the preparation of introductory textbooks in the Baltic languages is supported by the EuroFaculty by means of appropriate stipends. Upon successful completion of re-qualification course work, 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 modern teaching skills and up-to-date 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.

Training of new staff

EuroFaculty is beginning to assist in the development of new post-graduate programmes, e.g. the European Studies Masters’ degree which is being developed in collaboration with the Department of International Economic Relations and the Political Science Department. This is expected to commence in September 1999 and will provide a local post-graduate opportunity for graduates of existing EuroFaculty undergraduate programmes. Additionally EuroFaculty is developing student exchanges at both undergraduate and post-graduate level through the Socrates programme. More generally the EuroFaculty is actively involved in trying to place the best graduates in post-graduate study abroad. All of these initiatives can be expected to contribute to producing the core of a new generation of local teachers. More directly, EuroFaculty has introduced a Teaching Assistant programme in which senior students act as Teaching Assistants on EuroFaculty courses thereby providing them with some teaching experience. Again it is anticipated that some of these will progress to become part of a new generation of local academic 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, specialized libraries. In 1994 we acquired space, and eventually opened a non-circulating library with currently 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. The Riga library also has subscriptions to several West European quality newspapers and periodicals suitable for undergraduate political, economic and business reading. The Library is open to the public without charge.

*Information Technology (IT) based Information Centre*

The EuroFaculty has since inception focused on the importance of using the most up-to-date information technology to overcome the physical lack of academic resources. Thus we provide and upgrade computing hardware and software regularly to encourage local staff and students to access and process up-to-date information. All our communications systems are IT based and we are increasingly moving towards a totally Internet based library, with not only our own holdings on-line, but are developing our Library into an IT based information centre where our librarians, trained at Oxford’s Bodleian Library, assist students and staff to find and access data on Public Administration, Law and Economics from world-wide sources via the Internet.

*Latvian Institute of European Integration Studies*

A Latvian Institute of European Integration Studies which will function as the umbrella under which the EuroFaculty’s Latvian transformation programme will operate. During 1999-2000 the Institute will gradually introduce graduate programmes in European Studies, initially focusing on preparing Latvian Economics, Law and Public Administration/Political Science graduates for careers in European affairs, specifically in the Latvian public services in professional capacities in the preparation for accession to EU membership and subsequently in operating both in the Latvian and the EU administrative services at senior levels. These programmes will emphasise the need for fluency in both French and English in EU negotiations.

The Institute will also develop short pre-accession oriented upgrading academic courses on EU affairs for serving senior public servants (judiciary, civil service, public audit, etc.) with university degrees.

*Input*

- **Staff costs (EU and local)**

  In the academic year 1999-2000 the plan is that 3.5 visiting academics in Economics, 2 in Public Administration/Political Science and 3 in Law will be located in Riga and will implement the project at the University of Latvia. Funding is being sought partly from the Phare national programme but in part will be provided from bilateral funding by the donor countries. Their responsibilities will include developing and teaching new programmes and courses at the intermediate, senior and Masters’ levels.
including the proposed new European Studies programme which is expected to commence in 1999. 8.5 visiting academics x 12 months (part-financed by Phare).

Phare funding is sought to contribute to grants for participants in the re-qualification programme who work together with EuroFaculty staff to develop and produce teaching materials at an international level in the relevant disciplines. EuroFaculty activities will require as a supporting input the services of one part-time senior administrator, one full-time secretary, and 4 part-time librarians.

22 local staff (incl. lecturers and support staff) x 12 months

- Student Mobility Grants
  Approximately 10-15 students will be provided with a grant to travel abroad for research and library studies and consultation with EU faculties.

- Conferences and Workshops
  Participation in and arrangement of conferences and workshops for staff and students (approx. 10-25)

- Books and journals
  Provision of books (approx. 1500 titles) and re-subscription of periodicals and journals. CD-ROMs and suitable on-line communication and network links.

- Teaching materials
  Printing and in-house publishing, reproduction and communication.

- Equipment
  Provision of PCs and software for EuroFaculty staff and students, both upgrading and new purchase.

**Expected output and results**

- Local teaching capacity will have been upgraded (approximately 22)
- New study curricula and programmes will have been established
- Students will have participated in EU-related conferences
- Conferences and workshops will have been arranged with participation of staff and students
- The library will have been replenished with up to 1500 new titles
- Equipment will have been provided and upgraded leading to increase in efficiency and productivity of staff and students
- Teaching materials will have been provided
4. **Institutional Framework**

The EuroFaculty was established and is supported by the Council of Baltic Sea States (CBSS) including the three Baltic States as well as the European Commission. EuroFaculty is governed by a Steering Committee with 2 representatives (one government and one university representative) from each participating country. On the Steering Committee, the EU Commission is represented by Mr. Michel Lefranc, DG XXII, and Ms. Claudia Oehl, European Training Foundation.

The EuroFaculty is an ongoing programme of transformation, modernisation and preparation for Latvian EU Accession working within the University of Latvia. In the **Europe Agreement**, EuroFaculty is specifically mentioned as one of the institutions designated to contribute in the co-operation between the EU and Latvia within the fields of education and training.

In Latvia, the local operating institution of the pan-Baltic international EuroFaculty is the EuroFaculty Centre Riga. 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 Institute of European Integration Studies will combine with EuroFaculty to deliver both existing programmes and the new graduate EU accession related study and research programmes.


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*Contributions from Denmark, Finland, Germany, Norway based on current level of contributions divided by 3 (Latvia, Estonia, and Lithuania). In practice, Latvia normally receives a larger proportion than one third of the total bilateral funding. National budget contributions from Estonia and Lithuania are not included here.*

6. **Implementation Arrangements**

*Technical Implementation:*

**University of Latvia**, 19 Raina Bulv., LV-1586, Riga; 
Mr. Arild Saether, EuroFaculty, Director &
Ministry of Education and Science, 2 Valnu Street, LV-1098, Riga; 
Mrs Baiba Petersone, Department of Education Strategy, Director

Contractual & Financial:
CFCU, PAO - Valentina Andrejeva, State Secretary Ministry of Finance

The project will be implemented through a Direct Agreement between the EuroFaculty and CFCU.

7. Implementation Schedule

Start of project activity: 3rd quarter of 1999
Completion: 3rd quarter of 2000

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. Environment

EuroFaculty is a Human Resources project and, as such, has no impact on the physical environment.

12. Conditionality and Sequencing

Conditionality:
Political commitment for the EuroFaculty expressed in financing from the Latvian Government and the Donor Governments to the end of its mandate, i.e. the year 2005, has to be secured.

Since State Budgets are determined annually, all donors, including Latvia, have current commitments for the year 1998, and all are proposing increased commitments for the year 1999: this has to be secured.

The Phare financing is provided based on the understanding that the Latvian Government will take over the responsibility and financing for the Eurofaculty activities after the end of the project in 2005.

Provided funding, it is foreseen that the Latvian Institute of European Integration Studies will become operational during the Autumn semester of 1999.

Sequencing:

All EuroFaculty programmes are ongoing and are implemented throughout the duration of funding.
Undergraduate and Graduate Education:
Visiting lecturers team-teach with local lecturers. Courses offered in Public Administration, Economics and Law at the University of Latvia
MPA programme
1 September 1999 - 30 June 2000

Professional Development
Retraining of Academic Staff in Law and Public Administration
Economics Faculty Staff Retraining Programme
Teaching Associate programme
1 September 1999 - 31 August 2000

Resource Development
Library Programme
Computer Networks
1 September 1999 - 31 August 2000

Latvian Institute of European Integration Studies
Masters studies and faculty research programme on EU
FD-disciplinary EU courses for undergraduates
Short-term EU accession courses
1 September 1999 - 31 August 2000
LOGFRAME PLANNING MATRIX FOR: EuroFaculty

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### Wider Objective
- Prepare for Accession to EU
- Integrate Latvian University programmes with EU
- Establish a self-sustaining process of transformation in teaching and learning in Public Administration, Law, and Economics at the University of Latvia
- Train new staff for the public services in Public Administration, Law and Economics
- Train new teaching staff

#### Indicators of Achievement*
- Sharply increased numbers of EF/LU programme graduates in public services
- Acceptance of 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/ graduating from new programmes
- Number of teachers training/retraining

#### How, When and By Whom Indicators Will Be Measured
- Surveys and Questionnaires
- International OECD Educational statistics
- Annual Ministry of Education statistics
- Annual EuroFaculty and University Reports

#### Assumptions and Risks
- Solid and continuous political support of Latvian Cabinet is fundamental in long-term transformation strategy of these disciplines crucial to Latvian accession to EU
- Budget uncertainty
- Changes in policy of supporting West European governments

### Immediate Objectives
- Develop extensive and comprehensive EF related courses to prepare for Accession
- Create an academic EU graduate study and research centre
- Carry out curriculum reform to EU standards
- Develop discipline course materials to international standards

#### Indicators of Achievement*
- Improved and revised curricula in the three disciplines
- Establishment of the Institute of European Studies
- New programmes
- New and revised teaching materials
- Increased numbers of students in EU-related EF/LU programmes

#### How, When and By Whom Indicators Will Be Measured
- EuroFaculty Academic Advisory Board
- Annual University of Latvia Senate reports

#### Assumptions and Risks
- Continuing strong support by University Rectorate
- Budget unpredictability owing to the dispersion of bilateral funding between 8 separate governments

### Outputs
- Modernized teaching methods of local lecturers to EU standards?
- Developed academic infra-structure
- New curricula
- New programmes

#### Indicators of Achievement*
- Student satisfaction with teaching
- Books in library and computer lab use
- New/revised curricula
- New programmes

#### How, When and By Whom Indicators Will Be Measured
- Student questionnaires
- EuroFaculty Academic Advisory Board
- University Senate

#### Assumptions and Risks
- Uneven and unpredictable financial flows from donor governments

### Inputs
- Teaching staff
- Mobility
- Conferences

#### Indicators of Achievement*
- Number of staff recruited from abroad
- Local staff recruited
- Financing provided

#### How, When and By Whom Indicators Will Be Measured
- Annual EuroFaculty statistics
- Annual budget report

#### Assumptions and Risks
- Continued Latvian Cabinet support
- Budget unpredictability
Annex 3

### IMPLEMENTATION SCHEDULE

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Legend: D: design of sub-projects, C: tendering and contracting, I: contract implementation and payment
Annex 4a

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Annex 5

Relation of Project with previous PHARE activities

Euro-faculty – LE 99.03.02

Established in 1993 by the Council of the Baltic Sea States with the support of the European Commission, the EuroFaculty has been funded by the governments of Denmark, Finland, Germany, Norway and Sweden. These resources have been used to fund visiting teaching staff in Economics, Law and Public Administration/Political Science and support staff working for the EuroFaculty.

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. Up to the present PHARE funding has been 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. Increasingly in 1999-2000 and thereafter EU funding will also be used to fund EU-sourced staff to promote development of new cadres of public servants which Latvia will need to implement the *acquis communitaire*.

The total funding over the four year period, 1993-97 amounted to 5,678,440 EUR, of which 1,530,000 EUR or 27 %, was provided by PHARE-Tempus. The three Baltic states provided 754,740 EUR or 13 %, and the five West European donor states 60 % at 3,393,000 EUR. In 1998-9 the funding provided by the EU PHARE is 300,000 EUR for Latvia and Estonia respectively, and 200,000 EUR for Lithuania. The national budgets of the three provide 105,000, 85,000 and 160,000 EUR in 1998 respectively.

The EuroFaculty’s mission is to assist in the transformation of teaching and learning in law, economics, and public administration/political science at the Baltic universities, so that these disciplines operate at normal European levels. In practice, this involves the following:

- In each of its mandated disciplines the transformation of programmes and curricula up to the level of the Master's degree to levels which are the equivalent to the academic standards of the supporting universities;
- The transformation of the culture of teaching and learning to internationally accepted modes which will ensure that the host universities have the capability to deliver the new curricula and programmes;
- 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;
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- Development of specific EU pre-accession programmes by the EuroFaculty and the Latvian Institute of European Integration together with the Ministry of Education with support from the donor countries’ supporting universities.