Support for Innovative Methodology, Approaches and Tools for Teaching through the Medium of English in order to improve Educational Yield, Sustainability and Internationalization [SMARTI]

SMARTI PROJECT Draft MANAGEMENT PLAN

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1. Introduction and Background

SMARTI supports the development and implementation of comprehensive EMI pedagogical Core Curricula for HEI level teaching courses using EMI for Russia and Armenia.

EMI has emerged as a major innovation for simultaneously improving levels of language learning and reforming educational curricula. Due to its constructivist methodological principles, it empowers not only teachers, but also learners. Having spread from European contexts EMI is now influencing QA of academic content in international tertiary paradigms across Europe. The major drivers are not only the learning outcomes achieved, but also the acute need for educational adaptation in a rapidly changing world, and integrated solutions being examined by teachers, researchers and administrators.

English as a Medium for Instruction (EMI) is a current phenomenon. This project can be described as innovative as it offers to develop, teach, mark, test and benchmark a sustainable model of teacher training and retraining based on EMI pedagogy integrated into student-centred learning and the project method. SMARTI includes the following innovating elements:

Development of the cross-disciplinary competence model and EMI descriptors for pedagogical skills of university teachers delivering EMI courses comparable to EU standards and national qualifications framework. It involves consideration of student-centred skills based on the requirements set by today's labour market and employers to the quality of university graduates.

Development of EMI educational tools and student-centred teaching methods applicable for HEIs based on the analysis of EU best practices and regarding the characteristics of the higher education systems of the project participants.

A student-centred learning approach combined with the project method. The plan is to integrate this approach into existing curriculum and programmes in order to create and maintain a supportive and effective EMI teaching/learning environment.

The priority of the SMARTI project aims at enhancing the quality and the effectiveness of teaching. The project will help improve the teaching capacity of the project participants and will benefit the higher education systems of PCs by enhancing cross-disciplinary teacher competences and introducing new approaches in education.

This project supports teacher and student mobility and attracts international students at the respective universities with all the added benefits this brings. The establishment of EMI Centres will bring new academic and research networking among all partners directly involved into the project. Judging from the previous projects, no similar ones have been carried out in any of the PC HEIs. EMI pedagogical training using the ECTS/TUNING framework as a tool of QA of academic content makes the project an innovative offer for both countries and their participating HEIs.

1.1 Key goals of the SMARTI project

- to promote a change in the system of pedagogic training of university teachers through teaching in English by modernization of curriculum for national and international spectrums.
- to assist university staff that need to teach degree programs in English, and also for students (both national and international) who attend these programs.
- to develop transparent, national and international, educational standards and comparable learning tools and teaching standards in accordance with Bologna criteria.

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- to enhance the quality of academic content and assist staff and students in the Programme Countries through the development of a sustainable curricula for teacher training.
- to provide support the internationalisation of participating EU and PC institutions and support staff and student mobilities and exchanges.
- to promote PC excellence in education by the development and the implementation of a comprehensive pedagogical 9 Module English as a Medium of Instruction (EMI) curricula for in-service PC teaching staff and trainee teachers using an ECTS/Tuning Modular design for teaching academic content in English in Russia and Armenia (the focus is on all faculties MA & PhD Programs such as engineering, IT, science, mathematics. The curriculum is piloted twice before being accredited). This will be developed via a network of EMI Centres.

These goals are realistic and feasible because institutions realize the benefits AND sustainability of MA and PhD degrees taught in English from an educationaland financial point of view, as well as supporting internationalization. The project will lead to a professional level of teaching EMI, and the development of international academic exchanges.

The **wider** objective of the project is to:

- Develop transparent, national and international, educational standards and comparable learning tools and teaching standards in accordance with Bologna criteria.
- Enhance the quality of teaching methodology and use of innovative teaching tools in the Programme Countries
- Support the internationalisation of participating EU and PC institutions and support staff and student mobilities and exchanges.
- Develop transparent, national and international, educational standards and comparable learning tools and teaching standards in accordance with Bologna criteria.
- Enhance the quality of teaching methodology and use of innovative teaching tools in the Programme Countries
- Support the internationalisation of participating EU and PC institutions and support staff and student mobilities and exchanges.
- Ultimately improve the quality and participation of graduates in the educational system and in employment.

We have a core **core target** group:

- university teaching staff

Apart from this we have a **wider stakeholder** group including:

- Student and teacher bodies
- Associated partners
- EACEA
- Country NEOs
- Ministries of Education

The Core Curricula will lead to a wide change in the situation set because in breadth, scale, quality & relevance it will be the first programme of its kind held in these countries to address the training and development needs of staff to promote usage of EMI in university course provisions - a programme which is very much needed in the PC countries.

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1.2 SMARTI Project Partner Information

Two Non-EU Partner Countries are involved:

- Russia
- Armenia

Four Programme Countries are involved:

- Germany
- Latvia
- UK
- Portugal

SMARTI has 15 partners, both academic and professional, consisting of four European, 5 Russian and 6 Armenian partners, with the Technical University of Dresden (TUD) as the lead partner of this project. There is also one associate partner. The partners are the following:

1.2.1 Programme Partners

Partner 1 (Lead Partner): Dresden University of Technology (TUD)

 tu-dresden.de

Partner 2: Riga Technical University (RTU)

 rtu.lv

Partner 3: Liverpool John Moores University (LJMU)

 ljmu.ac.uk

Partner 4: Universidade Católica Portuguesa, Faculty of Biotecnology (UCP-ESB)

esb.ucp.pt

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1.2.2 Russian Partners

Partner 5: Ogarev Mordovia State University (MRSU)

mrsu.ru

Partner 6: Irkutsk National Research Technical University (INRTU)

istu.edu

Partner 7: Kazan Federal University (KFU)

kpfu.ru

Partner 8: Petrozavodsk State University (PetrSU)

petrsu.ru

Partner 9: Certification Association "Russian Register" (RR)

rusregister.ru

Associate Partner: National Association of Teachers of English (NATE)

nate-russia.ru

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1.2.2 Armenian Partners

Partner 10: Public Administration Academy of the Republic of Armenia (PAARA)

paara.am

Partner 11: "Vanadzor State University after H. Toumanyan" VSU

vsu.am

Partner 12: Armenian National Agrarian University (ANAU)

anau.am

Partner 13: Mikayel Nalbandian Shirak State University (SUSh)

shsu.am

Partner 14: Goris State University (GSU)

gsu.am

Partner 15: National Centre for Professional Education Quality Assurance, Foundation (ANQA)

anqa.am

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2.1 Management Overview

TU Dresden with its strong previous Tempus and CBHE Lead Partner experience will undertake activities to ensure sound management of the project and will perform the duties of authorising officer and coordinator of the project.

It has set this tone from the start reviewing along with other partners the importance and positives of best management strategies and potential conflict areas and ways of avoiding these through the establishment of clear task responsibilities and clear communication channels to facilitate consensus and decision making.

Overall Management Structure

EU Commission

TUD Project Coordinator for financial (EPC) and academic management including Kick-Off, Interim and Final Project Reporting

Project Steering Group – key planning, conflict resolution and project management minimum 1 member of each EU HEI and Lead Country Partner Armenia and Russia (all other HEIs invited).

This is officially an annual meeting but effective meetings have been held three times in the period April-June 2021 to ensure a successful start and to ensure effective communications during the Covid Pandemic period.

EU Steering Group; 1 member of each EU HEI

Armenia Steering Group; 1 member of each Armenian HEI and led by Lead Country Partner Armenia, ie PAARA

Russia Steering Group; 1 member of each Russian HEI and led by Lead Country Partner Russia, ie MRSU

NOTE: The great strength of this project is that TU Dresden has worked with the Armenian and Russian partners successfully before plus with the UK and Portuguese partners whilst our Russian colleagues have worked with Riga. Partners were thus carefully selected keeping in mind the recommendation of Russia NEO of doing this.

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Through our project management structure we ensure:

(a)   Consortium meetings are carried out regularly in order to assure the effective development of the project activities. The coordinator organises, moderates and documents the consortium meetings.

(b)   All important decisions during the duration of the project are made collectively. Each participating beneficiary shall have one vote. Any eventual modification and amendments of the project, budget breakdown and general decisions must be discussed within the consortium. Any decision made within the consortium meetings needs to be reached by simple majority of the present members. If a beneficiary can show that its own work, time for performance, funding, liabilities, intellectual property rights or other legitimate interests would be significantly affected by a decision, the beneficiaries including all other parties of the project shall make every effort to resolve the matter to the general satisfaction of all parties.

(c)   In case of disagreement or a veto by a beneficiary, the Steering Group will make the final decision.

TU Dresden as Coordinator:

Financial and Legal

Dr. Franz Kapplusch (franz.kapplusch2@tu-dresden.de)

Prior: Christina Spirow

TUD as the coordinating institution is responsible for the financial and legal management.

For a successful and smooth implementation of the project, this will be undertaken by TUD's European Project Center (EPC) during the complete lifetime of the project.

The EPC undertakes to:

a)   be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;

b)   be the intermediary for all communication between the beneficiary and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;

c)   inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the project;

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d)   as the sole recipient of payments on behalf of all beneficiary, transfer funds to the beneficiary without unjustified delay and in accordance with the dispositions for payments laid down in this Agreement;

e)   manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;

f)   establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement and as specified in detail in the payment plan listed in Article 5 of this Agreement;

All financial transactions will be done in accordance with the regulations, specified in the Grant Agreement between the EACEA and TUD. Accounting and documentation will ensure a full transparency of financial operations and spending.

A Partnership Agreement is concluded in which all financial arrangements will be stipulated between the Grantholder and the project partners.

Internal Quality Control will monitor project expenditures to make sure that they are done in accordance with the project budget and in line with the EU regulations.

A comprehensive presentation was given to all partners at the Kick Off Meeting 30.03-1.4.2021.

TU Dresden Academic Management

Prof. Prunitsch, Dean of Faculty of Languages, Linguistics and Culture

Gerry Cullen, Project Manager (Gerard.Cullen@tu-dresden.de)

A comprehensive presentation was given to all partners at the Kick Off Meeting 30.03-1.4.2021 outlining:

- The full WP5 Management description in Part F.2 under cooperation arrangements, management and communication on pages 94-96.

- The **Management WP deliverables** starting on page 77

- All partners were advised to focus specifically in application on:

E-1 Project activities, page15

E-4 LFM, page 22

E-5 Workplan Years 1-3, p31

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E-6 Workpackages, p37 onwards

G – Impact & Sustainability

- We recommended each partner use **Erasmus+ Programme Guide Version 3 (25/08/2020)**

https://ec.europa.eu/programmes/erasmus-plus/sites/default/files/erasmus_programme_guide_2020_v3_en.pdf#page=1&zoom=auto,-107,848

- **Workpackage teams with EU leads & PC Co-owners (see also 2.3.1) were developed as follows:**

UCP+ PetrSU + ANAU:	WP 1	Preparation
LJMU+ MRSU+ PAARA + SUSh	WP 2	Development
RTU+RR+ANQA:	WP 3	QA
UCP + KFU + VSU + GORIS	WP4	Impact & Dissemination
TUD	WP 5	Management

All Lead Partners presented their workpackage with action plans at the Kick off Meeting confirming:

WP Management

TUD leads the EU Steering Group as well as the Management Package.

WP Preparation

This is led by our Portugal partner UCP from Porto

WP Development

This is led by our UK partner from Liverpool John Moore University

Concerning the above WPs all EU partners will contribute to the Preparation of English for Specific Purposes Training and the 9 module Pedagogical Training for PCs and all will be involved in actual training.

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WP Quality Plan

Riga Technical University will lead the Quality Plan Package but this is essentially managed by the Internal Evaluation Working Group (IEWG). Led by the two QA agencies (RR in Russia and ANQA in Armenia)

WP Dissemination Strategy

Porto has the main responsibility for both dissemination and sustainability and will also steer and drive the project's dissemination activities at local, national and international level.

In the project the setting up of EMI Training Centres will necessiotate the creation of an EMI Training Centre Action Group in each PC (representative of International Office, Language Centre and member of Teaching Staff). They will produce a Sustainability and Exploitation and Accredidation Plan for these EMI Centres.

An EU Steering Committee of one member from each EU partner and led by TU Dresden will co-ordinate with the PC Steering Committees of Armenia and Russia also with one member from each PC university and additionally one PC member each from the ongoing dissemination and impact AIDA Group activities (Awareness, Interest, Desire and Action) being a Project Publicity Officer for PC AIDA Armenia and PC AIDA Russia.

All PCs are involved in creating Core Curricula for PC universities to teach EMI education teaching methodology to in-service staff and student teacher trainees and they are also be involved in piloting two times.

All activities are based on team efforts and involve all relevant members of the consortium. Coordination among the SMARTI consortium partners is essential for achieving effectiveness of communication in the project and post-project dissemination with reporting to the Project Coordinator as the project-the decision making body of the Consortium.

The members of the SMARTI consortium have identified individual persons who bear responsibility for implementing dissemination-enhancing activities.

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Please keep in mind that one of the difficulties of projects of this nature is the cultural differences and Covid Pandemic situation and distance so the above measures have been developed to manage this.

2.2 SMARTI OVERVIEW OF DELIVERABLES

Below is what the management of the project is responsible for delivering in terms of deliverables.

A GANNT Diagram has been developed by TUD and the Russian Lead Partner to give an easy overview of all below for the project life.

For WP1: Preparation

Number	Task	
1.1	Desk and filed study of PC practices in EMI teacher enhancement approaches and student-centred methodologies. Inventory of the best European EMI teaching methodologies.	ACHIEVED
1.2	Preparation for QA English for Specific Purposes Training (Terminology, Vocabulary, Language and Soft Skills)	ONGOING
1.3	EU preparation of EMI curriculum training	ONGOING

For WP2: Development

Number	Task	Date due
2.1	Development of EMI teaching descriptors in accordance with the framework of qualifications for the EHEA	ONGOING
2.2	QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK)	Changed to Porto Jan 22 and self-study materials

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2.3	PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training.	
2.4	Selection of PC EMI participants for EMI Curriculum training.	
2.5	Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU)	
2.6	Development of 9 EMI Modules for PC EMI programmes (with final discussion meeting in Saransk for RF partners and Goris for ARM partners)	
2.7	National meetings to finalize the development of cross-disciplinary EMI ECTS/Tuning based Modules for EMI programs (the seminar at Saransk for RF partners and Yerevan for ARM partners)	
2.8	Development and set-up of EMI Centres in PC HEIs	ONGOING
2.9	1st piloting of EMI Modules for EMI programmes by PC	
2.10	2nd piloting of EMI Modules for EMI programmes by PC	
2.11	Development of EMI Pedagogical Handbook	
2.12	Publication of EMI Pedagogical Handbook	
2.13	Selection of PC EMI staff and students for EMI Study visit (2 persons from each RF and ARM partner)	
2.14	Study-visit to observe and participate in MA & PhD programs taught with EMI (5 days & 2 days travel to Porto)	

For WP3: Quality Plan

Number	Task	
3.1	Internal monitoring and quality control by Internal Evaluation Working Group (IEWG)	ONGOING
3.2	QA evaluation of 9 PC EMI modules	
3.3	First round of QA monitoring visits by EU partners with master class inputs	

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3.4	Evaluation of 1st piloting, and reporting on piloting and development of improvement plan (seminar will take place during interim project conference at PAARA, Yerevan)	
3.5	2nd round of QA monitoring visits by EU partners with master class inputs	
3.6	QA evaluation of 2nd piloting and reporting on piloting	
3.7	QA evaluation and editing of EMI handbook	
3.8	Evaluation of study visit	
3.9	External QA audit by external quality control team on performance of the project	
3.10	Accreditation of 9 EMI modules by PCs	

For WP4: Dissemination & Exploitation

Number	Task	
4.1	Setup of online platform with live site in M2 as first project milestone	Achieved
4.2	Ongoing population of EMI online platform (online)	ONGOING
4.3	EMI National Awareness Day conference (multiple stakeholders) (online for year 1)	Achieved
4.4	Ongoing AIDA- Awareness, Interest, Desire, Action: Publishing papers, seminars, participation in conferences by publicity officers in PC AIDA Action Group Russia and PC AIDA Action Group Armenia. (online for year 1, both online and offline where possible. Importance of project newsletter.	ONGOING
4.5	Development of sustainability and exploitation and accreditation plan for EMI centers by PC AIDA Action Group Russia and PC AIDA Action Group Armenia.	

For WP5: Management   Overall Date due: 01.01.2024

Number	Task	Date due

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5.1	Participation of the Coordinator at the Coordination Meeting in Brussels	ACHIEVED 25-29 January 21
5.2	Project Start-Off Meeting (TUD, Dresden, Germany)	ACHIEVED 30.03-1.4.2021
5.3	Regular work management procedures.	ONGOING
5.4	Annual Consortium Steering Group meeting.	Achieved Goris State University October 21
5.5	Interim Project conferences (PAARA, Yerevan, Armenia)	
5.6	Management Preparation for Final Conference	
5.7	Final Project Conference (at KFU, Kazan) and Conference "Changes and best practices in EMI across Europe, Russia and Armenia"	

2.3 Roles of Partners

2.3.1 Overview of Responsibilities

The WP teams with EU lead & PC co-owners are responsible for the following work packages:

UCP, PetrSU & ANAU:	WP 1 Preparation
LJMU, MRSU, PAARA & SUSh	WP 2 Development
RTU, RR & ANQA	WP 3 QA
UCP, KFU, VSU & GORIS	WP4 Impact & Dissemination
TUD	WP 5 Management

(Please note that there will be a web designer creating & maintaining project website)

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2.3.2 Partners' Specific Roles

The roles of programme and partner universities and professional institutions in the fulfilment of project deliverables are given in detail in the following:

Dresden University of Technology (TUD)

Lead partner TUD will be the leading and coordinating partner of SMARTI and will assume overall management of this project partners (EU, Russia and Armenia). TUD will supply documents and information to the Agency which may be required under the Agreement or in the event of audits and will hold responsibility for the administration and financial management of the grant involving daily management, coordination and monitoring and including financial guarantees, payment requests and timely payments to the co-beneficiaries. As project manager TUD will ensure the involvement of all consortium partners and the delivery of a high standard result. TUD will plan and lead all Steering Group meetings, contribute to QA activities.

It will ensure smooth management, administration and controlling of the project, namely:

- Contract Management,
- Coordination and internal communication
- Financial Management
- Organization,
- Risk management and Reporting

Apart from leading WP5 Management and contributing to all the discussion and strategic planning and QA procedures and QA training at this meeting, it will host the start-off meeting. It will contribute into QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week in UK) and Main EMI Curriculum Training by EU for EMI participants (in Riga, RTU) in WP2. TUD will subcontract financial audit for WP5 Management and Online platform for WP 4 Dissemination. They will offer consultations during development of teacher competence descriptors, development of training programs for Trainee Staff students and staff, participate in EMI Pedagogical Handbook development, coordinate piloting of training program for Trainee teacher and experienced staff, and contribute to piloting with guest lectures in PC universities. Also, within WP2 TUD will participate in study visit (will provide support for UCP Study visit). TUD will be involved into evaluation and reporting WP3 Quality Plan. For WP4 Dissemination TUD will participate in the development of Sustainability and Accreditation Plan and ongoing population of Online Platform throughout the project.

Finally, we will be involved in internal national and international project meetings, the key interim and final conference meetings dealing with QA and project management issues.

TUD will be responsible for providing support to the project management team to ensure quality of both process and product and for developing guidelines for use during the project and beyond completion for validating the project.

Riga Technical University (RTU)

RTU will participate in the Start-Off Meeting (WP5 Management), all Steering Group meetings and project conference; contribute to all planning for Preparation stage, dissemination and QA procedures.

For WP 1 RTU will participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

For WP 2 RTU will host Introduction Main EMI Curriculum Training by EU for EMI participants for 10 days and will also develop EMI training modules for it. It will deal with organization of EMI

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Centers, and the consultations for development of EMI centres documentation. It will contribute to observation of first and second piloting of the agreed modules with guest lectures in PC universities.

RTU will lead WP3 Quality Plan together with RR+ANQA. RTU is responsible for External QA Audit performed by External Quality Control Team on performance of the project (8.000 Euros). It will host QA seminar within External QA Audit will be done in year 3. RTU will participate in QA monitoring visits by EU partners with Master Class Input; in evaluation of first and second pilotings, reporting on them and development of improvement plan (seminar will take place during Interim Project conference at PAARA, Yerevan). Also, it will be responsible for evaluation and editing of EMI Pedagogical Handbook.

For WP4 it will participate in ongoing population of Online Platform throughout the project and ongoing publication of papers, participation is dissemination seminars and conferences.

For WP5 it will participate in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, the key interim and final conference meeting.

Liverpool John Moores University (LJMU)

LJMU will participate in the Start-Off Meeting (WP5 Management), all Steering Group meetings and project conference; contribute to all planning for Preparation stage, dissemination and QA procedures.

For WP 1 RTU will participate in consultations during development of teacher competence descriptors and will be involved in the tuning of the monitoring methodology for PC universities.

For WP 2 LJMU will lead this WP. It will host QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week) and contribute into main EMI Curriculum Training by EU of EMI participants (10 days in Riga, RTU) and will also develop EMI training modules for it. It will deal with organization of EMI Centers, and the consultations for development of EMI centers documentation. It will contribute to observation of first and second piloting of the agreed modules with guest lectures in PC universities. LJMU staff will focus on delivery practice and teaching quality working directly with colleagues in PCIs to develop a teaching strategy that supports curriculum modernisation focusing on student engagement; diverse delivery practices and seminars to encourage problem solving, independent and critical thinking; the use of accessible technologies to support teaching; and the internationalisation of curriculum and incorporating diverse perspectives. LJMU focuses on student-centered pedagogy and the established Teaching and Learning Academy helps contextualise teaching strategy in a cross-disciplinary manner to build the competency of academic teaching staff.

LJMU will participate in WP3 Quality Plan. It will participate in QA seminar within External QA Audit in year 3. LJMU will participate in QA monitoring visits by EU partners with Master Class Input; in evaluation of first and second Pilotings, reporting on them and development of improvement plan (seminar will take place during Interim Project conference at PAARA, Yerevan). Also, it will be responsible for evaluation and editing of EMI Pedagogical Handbook.

For WP4 it will participate in ongoing population of Online Platform throughout the project and ongoing publication of papers, participation is dissemination seminars and conferences. All representatives from LJMU are recognised by the Higher Education Academy, and will disseminate knowledge of teaching, assessment and quality assurance in higher education with PCI educators and administrators, through training seminars.

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For WP5 it will participate in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, the key interim and final conference meeting.

Universidade Católica Portuguesa – Faculty of Biotecnology (UCP-ESB)

Within the SMARTI project, we seek to develop a change in a system of pedagogic training of university teachers through teaching in English by modernization of Degree programs (BA and MA) in science and engineering areas and development of sustainable system of teacher re-training and consultation support by Network of EMI Centers.

UCP will participate in the Start-Off Meeting (WP5 Management), all Steering Group meetings and project conference; lead to all planning for Preparation stage, dissemination and participate in QA procedures.

UCP will lead WP 1 with PetrSU + IANAU and collaborate on the development of a comprehensive model of training of the competences of the university staff who deliver study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities. Together with other lead partners in this WP, it will report on the results of the desk and field studies at Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU) and upload it to online platform.

For WP 2 UCP will contribute to training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week), Main EMI Curriculum Training by EU of EMI participants (10 days) and host Study Visit to observe and participate in BA & MA programs taught with EMI. It will deal with organization of EMI Centers, and the consultations for development of EMI Centers documentation. It will contribute to observation of Piloting1 and 2 of the agreed modules with guest lectures in PC universities.

UCP will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit will be done in year 3. UCP will participate in QA monitoring visits by EU partners with Master Class Input; in evaluation of 1st and 2d Pilotings, reporting on them and development of improvement plan (seminar will take place during Interim Project conference at PAARA, Yerevan). Also, it will be responsible for Evaluation and editing of EMI Pedagogical Handbook.

UCP will lead WP4 with KFU and VSU. It will monitor regular ongoing population of Online Platform throughout the project and report on ongoing publication of papers, participation is dissemination seminars and conferences, EMI National Awareness Day Conferences and the supervise the development of Sustainability and Accreditation Plan.

For WP5 UCP will participate in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, the key interim and final conference meeting.

Ogarev Mordovia State University (MRSU)

MRSU will be a country leader for Russia. It will participate in the Start-Off Meeting (WP5 Management), all Steering Group meetings and project conference; participate in all planning for Preparation stage, dissemination and in QA procedures.

MRSU will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

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MRSU will lead WP 2. MRSU will participate in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and host the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2d Pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

MRSU will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

MRSU will contribute WP4. It will populate EMI Online Platform during the lifetime of the project, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

For WP5 MRSU will participate at the Coordination Meeting in Brussels. It will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

Irkutsk National Research Technical University (INRTU)

INRTU will participate in the Start-Off Meeting (WP5 Management), all project conference; participate in all planning for Preparation stage, dissemination and in QA procedures.

INRTU will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

INRTU will participate in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and participate in the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2nd Pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

INRTU will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

INRTU will contribute WP4. It will populate EMI Online Platform during the lifetime of the project, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

For WP5 INRTU will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

Kazan Federal University (KFU)

KFU will participate in the Start-Off Meeting (WP5 Management), all project conference; preparation stage, dissemination and participate in QA procedures.

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KFU will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

KFU will participate in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and participate in the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2nd pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it. KFU will contribute to WP3 Quality Plan.

KFU will lead WP4. KFU will It will populate EMI Online Platform during the lifetime of the project and regular ongoing population of Online Platform throughout the project by RUS partners and report on ongoing publication of papers, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and supervise the development of the Sustainability and Accreditation Plan.

For WP5 KFU will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, the key interim and host final conference meeting.

Petrozavodsk State University (PetrSU)

PetrSU will participate in the Start-Off Meeting (WP5 Management), all project conferences; preparation stage, dissemination and participate in QA procedures.

PetrSU will lead WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who deliver study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities. Together with other lead partners in this WP, it will report on the results of the desk and field studies at Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU) and upload it to online platform.

PetrSU will participate in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and participate the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2d Pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

PetrSU will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

PetrSU will contribute WP4. It will populate EMI Online Platform during the lifetime of the project, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

For WP5 PetrSU will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

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Certification Association "Russian Register" (RR)

RR is a full non-academic partner. It will participate in all activities of WP1 (Preparation), all project conferences, training, dissemination and participate in QA procedures.

RR will participate in WP2 Development dealing with the organization of training centers staff, providing QA consultations on QA compatibility as well as QA standards on development of EMI centers documentation. RR will take part in final discussion on the development of 9 EMI Modules for PC EMI programmes in Saransk and all other activities.

RR will lead WP3 Quality Plan together with RTU and ANQA. It will form Internal Evaluation Working Group (IEWG), conduct all QA procedure during project's life and participate in QA seminar within External QA Audit done in year 3. RR will assist in QA monitoring visits of EU partners with Master Class Input; participate in evaluation of 1st and 2d Pilotings, reporting on them and development of improvement plan (seminar will take place during Interim Project conference at PAARA, Yerevan). Also, it will be responsible for Evaluation and editing of EMI Pedagogical Handbook. Also, RR will supervise the development of the Quality Plan, questionnaires and surveys for students and staff for piloting. Together with ARM QA agency RR will participate in the work of Evaluation Working Group (EWG) providing internal monitoring and quality control (5 six-month reports) and the work of External Quality Control Team making Report on QA on performance of the project.

WP 4 (Dissemination and Exploitation) RR will participate in populating Online Platform throughout the project.

In WP 5 (Management) RR will participate in all activities, and regular work management. It will be involved in all international project meetings, interim and final conference meetings

Public Administration Academy of the Republic of Armenia (PAARA)

PAARA is a country coordinator for Armenia. It will participate in the Start-Off Meeting (WP5 Management), all project conference; participate in all planning for Preparation stage, dissemination and in QA procedures.

PAARA will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

PAARA will lead in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and host the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2d Pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

PAARA will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

INRTU will contribute WP4. It will populate EMI Online Platform during the lifetime of the project, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

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For WP5 PAARA will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

Vanadzor State University after H. Toumanyan (VSU)

Having acquired sufficient knowledge of internationalisation techniques and strategies within the frame of the BOOST and PRINTeL projects, VSU has already reviewed the existing policy for internationalisation by implementing necessary internationalisation elements into VSU strategic plan through SWOT analysis in the first place, and implementing internationalisation dimension into the curriculum in the second place. This knowledge would enable us to share our experience gained from the BOOST project with the partners of this project. The experience includes, but is not limited to, using English as a mode of instruction for many specialisations (Pedagogy, Sociology, History, Biology, etc); enhancing innovative teaching and learning methods and techniques (due to the PRINTeL project), improving the English language proficiency level of the academic staff who will conduct their academic disciplines in English.

VSU will participate in the Start-Off Meeting (WP5 Management), all project conference; participate in all planning for Preparation stage, dissemination and in QA procedures.

VSU will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

VSU will participate in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and host the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2d Pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

VSU will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

VSU will lead WP4. It will supervise of the population of EMI Online Platform among ARM Pcs during the lifetime of the project, participation in dissemination seminars and conferences, be responsible for EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

For WP5 VSU will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

Armenian National Agrarian University (ANAU)

ANAU will participate in the Start-Off Meeting (WP5 Management), all project conference; participate in all planning for Preparation stage, dissemination and in QA procedures.

ANAU will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

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ANAU will participate in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and host the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2d Pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

ANAU will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

ANAU will contribute WP4. It will populate EMI Online Platform during the lifetime of the project, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

For WP5 ANAU will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

Mikayel Nalbandian Shirak State University (SUSh)

SUSh will participate in the Start-Off Meeting (WP5 Management), all project conference; participate in all planning for Preparation stage, dissemination and in QA procedures.

SUSh will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

SUSh will participate in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and host the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2d Pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

SUSh will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

SUSh will contribute WP4. It will populate EMI Online Platform during the lifetime of the project, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

For WP5 SUSh will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

Goris State University (GSU)

GSU will participate in the Start-Off Meeting (WP5 Management), all project conference; participate in all planning for Preparation stage, dissemination and in QA procedures.

GSU will participate in WP 1 and collaborate on the development of a comprehensive model of training of the competences of the university staff who delivers study programs through

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English, participate in consultations during development of teacher competence descriptors, and will be involved into tuning of the monitoring methodology for PC universities.

GSU will participate in WP 2 - in training of QA English for Specific Purposes Training and ECTS/Tuning Modular training (1 week for PCs in UK). It will conduct PC Home Multiplier Training inputs of ESP and ECTS/Tuning Modular training, select PC EMI participants for EMI curriculum training and participate in and Main EMI Curriculum Training by EU of EMI participants (in Riga, RTU). It will develop 9 EMI Modules for PC EMI programmes and host the final discussion. It will set-up EMI Centres in PC HEIs and conduct 1st and 2nd pilotings. It will participate in the development of the EMI Pedagogical Handbook and publish it. It will also select EMI staff and students for EMI Study visit and participate in it.

GSU will contribute to WP3 Quality Plan. It will participate in QA seminar within External QA Audit which will be done in year 3.

GSU will contribute WP4. It will populate EMI Online Platform during the lifetime of the project, participation in dissemination seminars and conferences, EMI National Awareness Day Conferences and development of the Sustainability and Accreditation Plan.

For WP5 GSU will be involved in regular work management procedures, development of Sustainability and Accreditation Plan, will be involved in all international project meetings, and in the key interim and final conference meetings.

National Centre for Professional Education Quality Assurance, Foundation ANQA

ANQA is a full non-academic partner. It will participate in all activities of WP1 (Preparation), all project conferences, training, dissemination and participate in QA procedures.

ANQA will participate in WP2 Development dealing with the organization of training centers staff, providing QA consultations on QA compatibility as well as QA standards on development of EMI centers documentation. RR will take part in final discussion on the development of 9 EMI Modules for PC EMI programmes in Saransk and all other activities.

ANQA will lead WP3 Quality Plan together with RTU and RR. It will form Internal Evaluation Working Group (IEWG), conduct all QA procedure during project's life and participate in QA seminar within External QA Audit done in year 3. ANQA will assist in QA monitoring visits of EU partners with Master Class Input; participate in evaluation of 1st and 2d Pilotings, reporting on them and development of improvement plan (seminar will take place during Interim Project conference at PAARA, Yerevan). Also, it will be responsible for Evaluation and editing of EMI Pedagogical Handbook. Also, ANQA will supervise the development of the Quality Plan, questionnaires and surveys for students and staff for piloting. Together with RUS QA agency ANQA will participate in the work of Evaluation Working Group (EWG) providing internal monitoring and quality control (5 six-month reports) and the work of External Quality Control Team making Report on QA on performance of the project.

WP 4 (Dissemination and Exploitation) ANQA will participate in populating Online Platform throughout the project.

In WP 5 (Management) ANQA will participate in all activities, and regular work management. It will be involved in all international project meetings, interim and final conference meetings.

Associate Partner: National Association of Teachers of English (NATE)

NATE Russia, an IATEFL affiliate, is the national professional body representing teachers of English throughout Russia. NATE Russia promotes excellence in language learning, teaching,

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and research by providing opportunities for those involved in language education to meet, share, and collaborate. It has national coverage with over 1000 members in over 40 cities all across Russia. Majority of its members and its Board is represented by the HEI professionals. In the project it will be used for dissemination and sustainability by the means of employing its vast networking possibilities reaching non-partner stakeholders, presenting SMARTI at its annual Conventions with over 500 participants and setting up new EMI Centers in non-partner Universities as a long-time sustainability indicator.