ACTIVITY 4 TASK FORCE NEEDS ANALYSIS

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Objectives. Application

- identify which services would be most useful to the Erasmus Mundus community

- be an input for the Conferences and the Steering Committee

- prepare the creation of the EM Concilium

Activities. Application

- ❑ Identification of main topics (Delphi Method)

- ❑ Surveys for the needs analysis. Two efforts: survey for a reduced group of experts (with the rationale of the Delphi) + conventional survey

General overview

- 1° Workshop about needs analysis. Gent Conference (iDEA Project)

- 2° Delphi Methodology. Identification of main topics

- 3° Surveys for the needs analysis

- 4° Report

The Workshop in Gent: Initial input

- More than 30 participants were involved in a workshop.

- Participants generated ideas about the most important needs (not covered, totally or partially) related to their EM projects

- They also generate ideas about how the Concilium could cover these needs

- About 175 ideas were generated and participants analyzed and classified these ideas

- It was an initial input and added value for the project

Delphi Method: Definition

- The Delphi Method is a prospective method where a group of experts tries to arrive to a consensus about the future of a topic.

- In our case, the first step is the identification of main topics with regard to needs that the Concilium could cover in the future.

- In addition, one of the two surveys follows the rationale of the Delphi Method. It is implemented in two survey rounds in which a facilitator provides to the experts an anonymous summary of their evaluations from the previous round for a new evaluation. In this feedback process, the experts are aware of the views of other experts and have the possibility to revise their earlier evaluation trying to arrive to a consensus.

The Delphi methodology: Steps

- The Workshop in Gent permitted an initial input. More than 30 participants indicated needs for Masters-Doctoral programs, Actions 2, and others.

- First, there is an identification of main topics in terms of needs that the Concilium could cover in the future.

- Second, two survey rounds are implemented to analyze the importance and priority of the needs that the Concilium could cover in the future.

The Delphi methodology: Procedure

Identification of main topics

← First Step

First survey round

Second Step

Monitoring and feedback on experts' first evaluation and the reasons they provided for their assessments

Second survey round

The Delphi methodology: Identification of Main Topics

- Based on the information obtained in the workshop (Gent Conference), we articulated seven areas where needs exist:
  - Advocacy
  - Lobbying
  - Services
  - Brokerage
  - Vision and Strategy
  - Visibility, Image, and Reputation
  - Internal Communication and Networking

- The list of needs were worded in items in a preliminary questionnaire. A total of 48 items distributed into the 7 areas. The questionnaire was circulated among experts

The Delphi methodology: Identification of Main Topics

- □ A panel of experts analyzed whether the items were adequate to explore them in the surveys.

- □ The results of this analysis: A total of 47 items distributed into 6 areas were finally included.

  - ■ Some items were reworded, deleted, and new items incorporated, using an integrative-inclusive strategy.

  - ■ Services and Brokerage were merged in one area.

The Delphi Methodology: Identification of Main Topics

1-**ADVOCACY**. Refers to the support the Concilium can offer to its members in their relationships with the EACEA and EC

2-**LOBBYING.** Refers to the actions the Concilium can implement to establish and to maintain the group of members as a relevant actor

3-**SERVICES AND BROKERAGE.** Refers to the design and/or delivery of services for members, and facilitating of tangible exchanges among members.

4-**VISION AND STRATEGY**. Refers to future oriented actions and strategic thinking.

5-**VISIBILITY, IMAGE, AND REPUTATION.** Refers to the efforts to disseminate information about the Concilium and members, and actions to improve the image and reputation.

6-**INTERNAL COMMUNICATION AND NETWORKING.** Refers to actions for the creation of relationships and exchange of information among members of the Concilium.
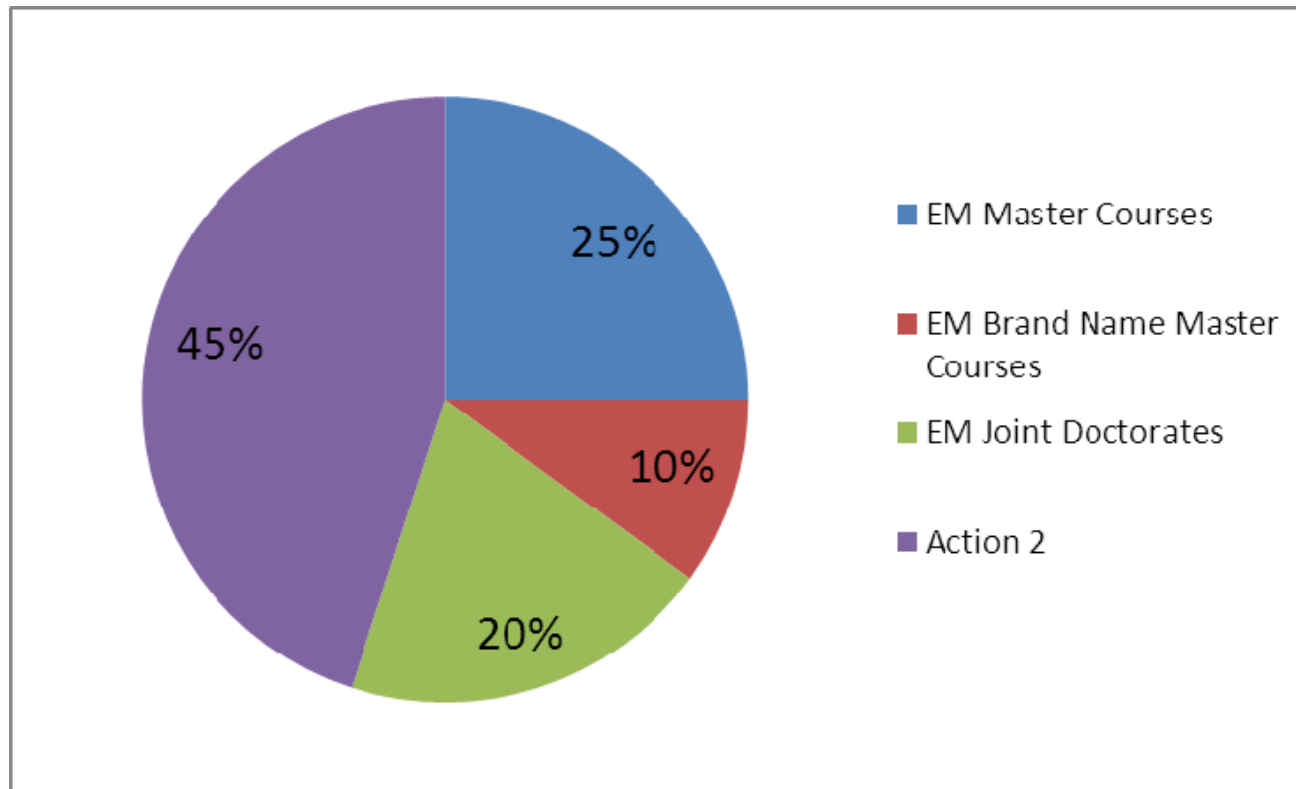
The Delphi Methodology: Experts' participation

- **<u>Selection of experts</u>:**
  - A panel of experts (directors, coordinators, project managers, etc.) participated in the two survey rounds of the study (N=20).
  - Experts were involved in:
    - EM Master Courses
    - EM Brand Name Master Courses
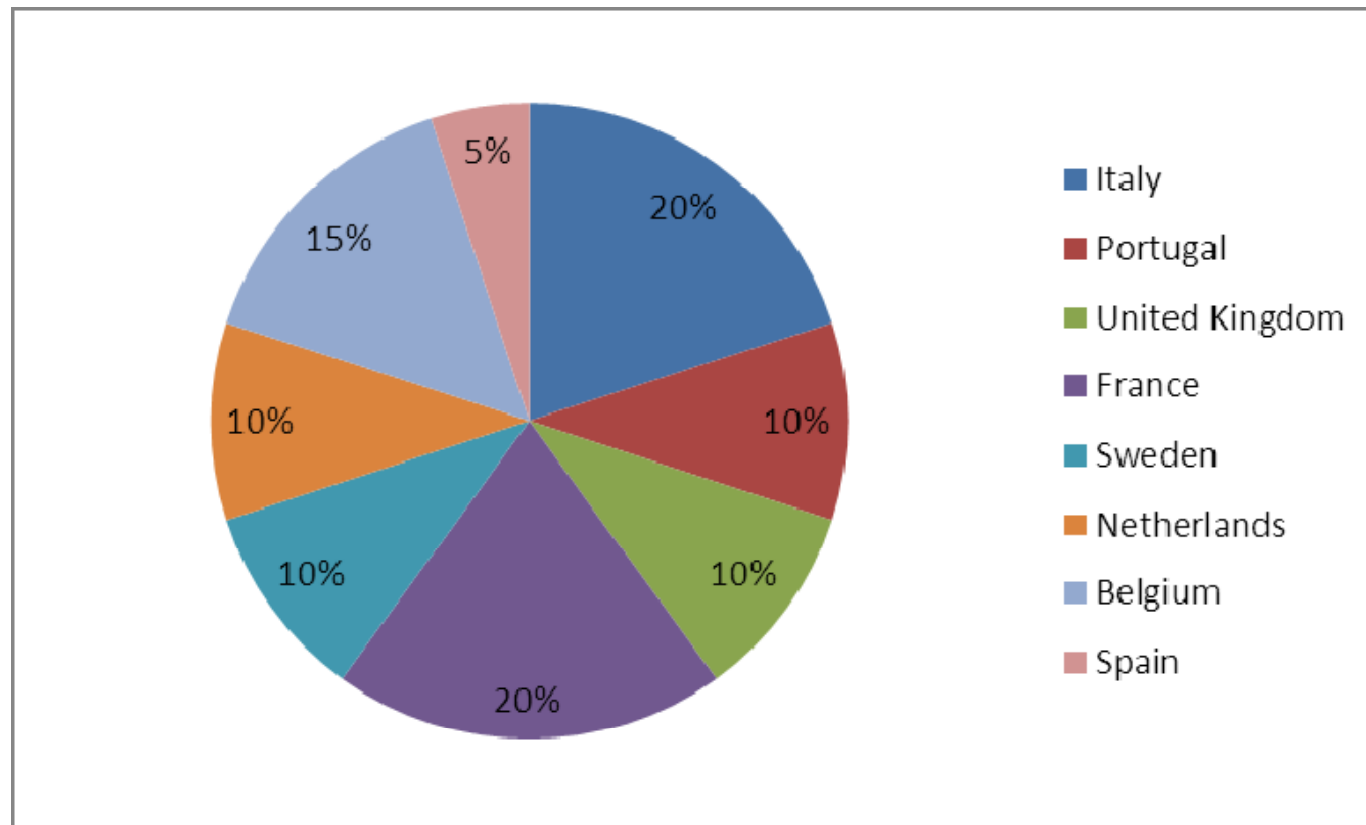   - EM Joint Doctorates
    - Action 2

The Delphi Methodology: Experts' participation

Distribution of experts by action/project (percentages):

The Delphi Methodology: Experts' participation

Distribution of experts by country (percentages):

The Delphi Methodology:
First survey round

- <u>Survey delivering:</u>
  - The survey was sent to all experts

  - Their task for the first survey round was to rate the importance and priority of each item on a five-point Likert scale and to explain the rationale for their ratings in the questionnaire.

  - After returning the surveys, data was analyzed

The Delphi Methodology: First survey round

- <u>Data analysis</u>:
  - Statistics (mean and agree index) were calculated for every area and item.

  - A report on the results obtained in the first round was elaborated to provide feedback to the group of experts in the second survey round.

The Delphi Methodology: Second survey round

- <u>Survey delivering</u>:
  - Experts who participated in the first round were asked to answer the survey in a second round

  - For this round, we only included in the survey those items that the experts did not agree in the first round, together with the feedback

  - After returning the surveys, data was analyzed
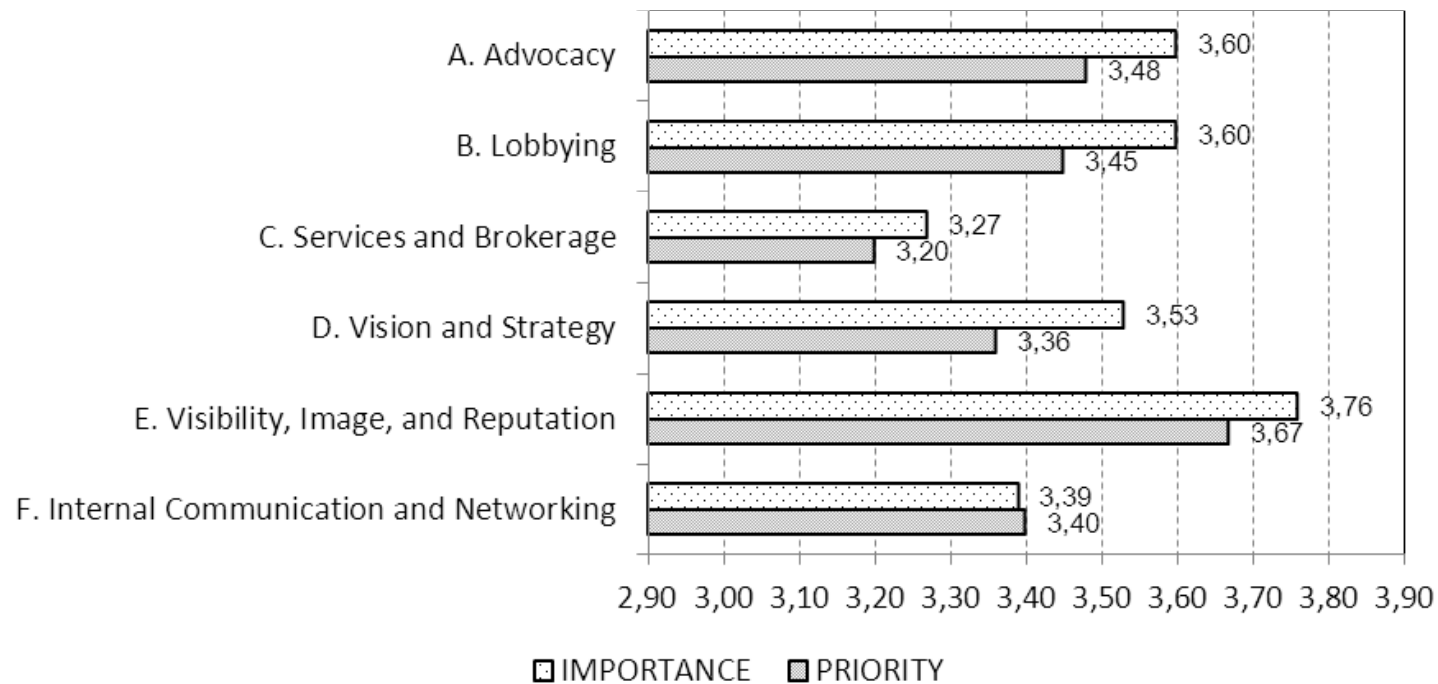
The Delphi Methodology: Second survey round

- **<u>Data analysis</u>:**
  - Statistics (mean and agree index) were calculated for every area and item:

    - This analysis was performed for the whole panel of experts and for subgroups (Action 1 vs. Action 2).
    - We compared both groups to identify differences in their answers to the survey.

The Delphi Methodology: Results

☐ AREAS:

A. Advocacy — 3,60 / 3,48
B. Lobbying — 3,60 / 3,45
C. Services and Brokerage — 3,27 / 3,20
D. Vision and Strategy — 3,53 / 3,36
E. Visibility, Image, and Reputation — 3,76 / 3,67
F. Internal Communication and Networking — 3,39 / 3,40

2,90 3,00 3,10 3,20 3,30 3,40 3,50 3,60 3,70 3,80 3,90

☐ IMPORTANCE   ☐ PRIORITY

The Delphi Methodology: Results

☐ AREAS by subgroups (Action 1/Action 2):

Importance:

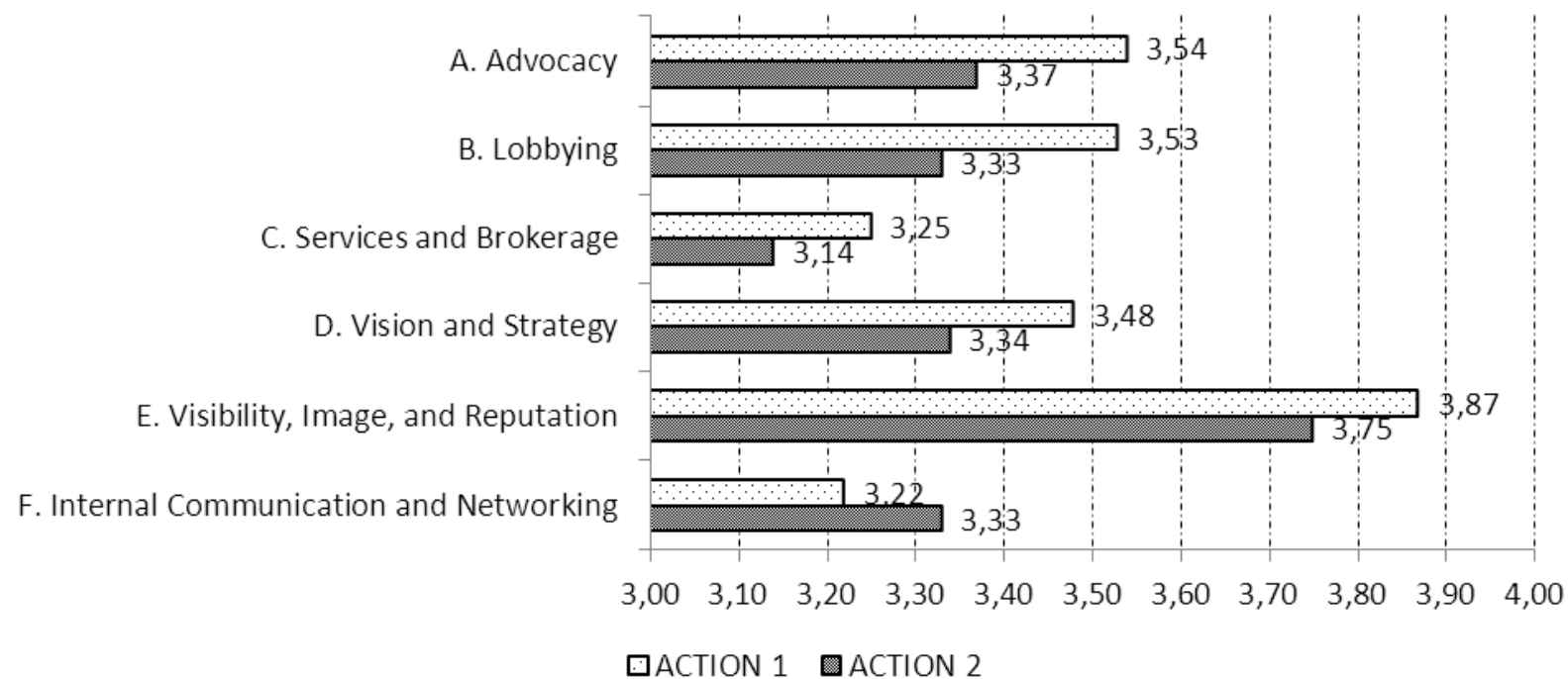|	ACTION 1	ACTION 2
A. Advocacy	3,65	3,57
B. Lobbying	3,66	3,55
C. Services and Brokerage	3,29	3,26
D. Vision and Strategy	3,57	3,37
E. Visibility, Image, and Reputation	3,68	3,61
F. Internal Communication and Networking	3,51	3,45
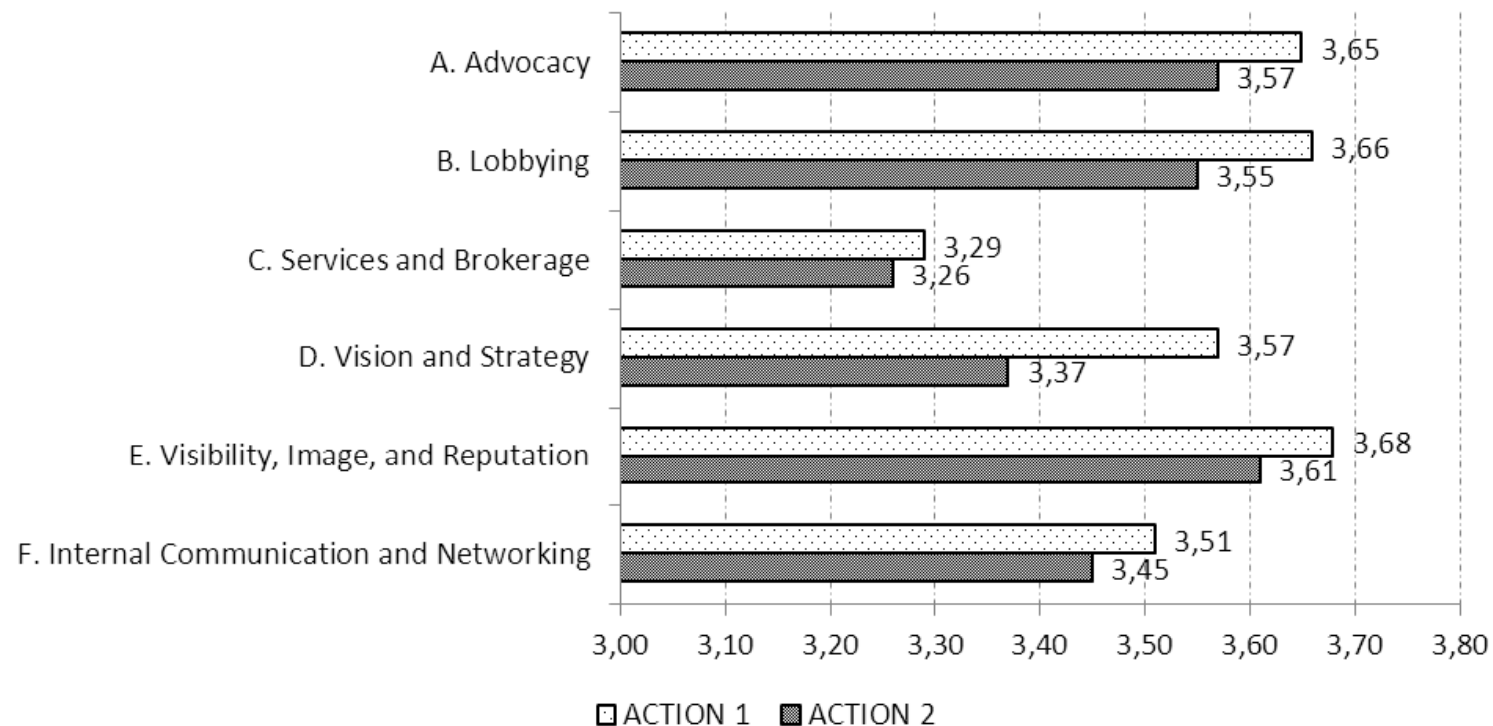
The Delphi Methodology: Results

☐ AREAS by subgroups (Action 1/Action 2):

Priority:

General survey

SOURCES OF INFORMATION:

☐ *Previous projects and documents*:

JOIMAN

ECOTEC

ECORYS project

☐ *Self-developed actions:*

Needs analysis workshop Ghent

Interviews to coordinators of EM

Mailed survey to national structures

Delphi analysis

General survey

MAIN FEATURES:

- ❑ Using the main topics obtained by Delphi
- ❑ Emphasizing the importance of needs for the EM Community
- ❑ Items distributed in different areas (Vision and Strategy, advocacy, etc.)
- ❑ 5–point Likert scale (importance)

General survey

Grouping variables:

❑ Identification of different profiles of respondents:

  ❑ Projects/actions (EM master, EM doctorate, EM Brand Master, and Action 2)

  ❑ European partners and Third country partners

  ❑ Roles in the project/action

  ❑ Other questions (country, year in which the EM programme was launched, etc.)
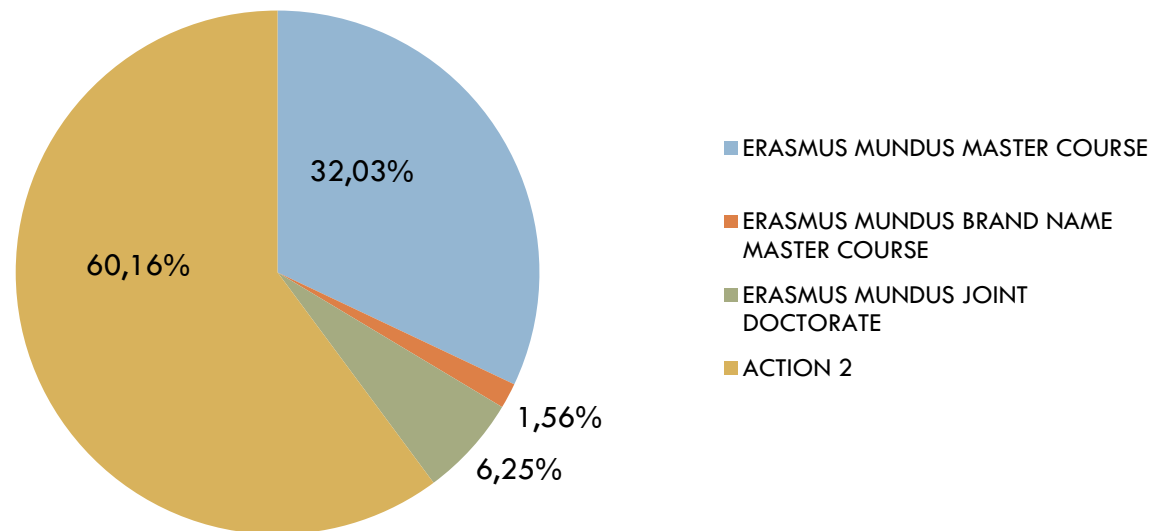
General survey

TASK PROGRESS:

- Step 1: Survey development and design

- Step 2: On-line implementation

- Step 3: Surveying the EM community

- Step 4: Data base (number of participants=128)
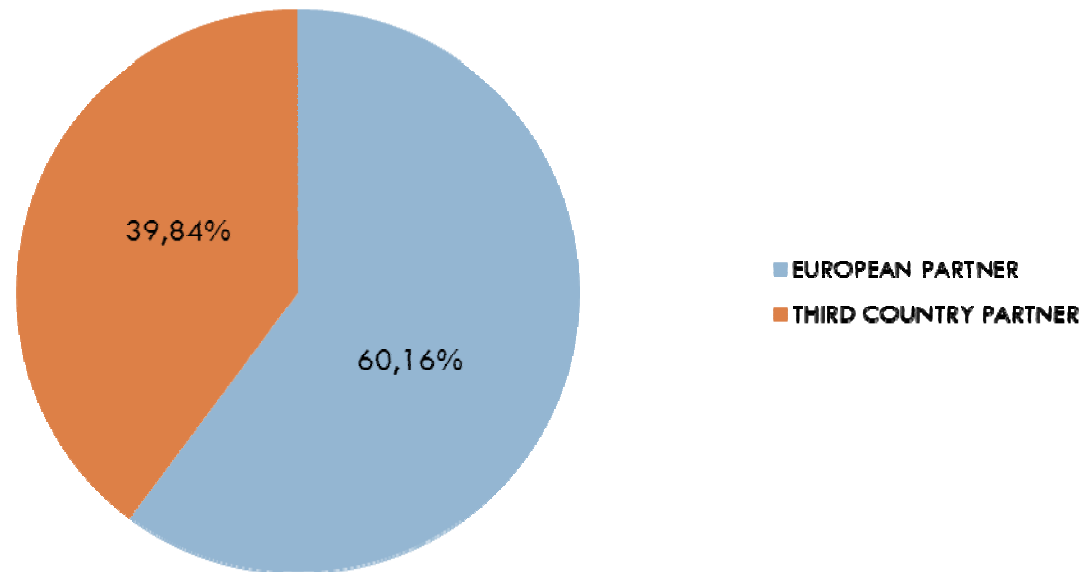
General survey

☐ Distribution of participants by project/action (percentages):

32,03%

60,16%

1,56%

6,25%

■ ERASMUS MUNDUS MASTER COURSE

■ ERASMUS MUNDUS BRAND NAME MASTER COURSE

■ ERASMUS MUNDUS JOINT DOCTORATE

■ ACTION 2

General survey

☐ Distribution of participants (Percentage of European and Third countries partners) :

39,84%

60,16%

■ EUROPEAN PARTNER
■ THIRD COUNTRY PARTNER

General survey

☐ **Countries of the participants:**

<u>European partners</u>:

Austria	Poland
Belgium	Portugal
Czech Republic	Romania
Denmark	Slovakia
Estonia	Slovenia
Finland	Spain
France	Sweden
Germany	United Kingdom
Greece	
Ireland	N= 21
Italy	
Lithuania	
Netherlands	

<u>Third country partners</u>:

|	
Argentina	Macedonia
Armenia	Malaysia
Azerbaijan	Moldova
Belarus	Morocco
Cambodia	Pakistan
China	Russian Federation
Colombia	South Africa
Egypt	Tunisia
Georgia	Ukraine
India	United States
Iran	Uzbekistan
Kazakhstan	Vietnam
Kyrgyzstan	
Nepal	N= 26

General survey

- <u>Data analysis</u>:

  - Descriptive statistics of every area and items within area.

  - Analysis by groups: identification of differences (Action 1/Action 2; European partners/Third country partners).

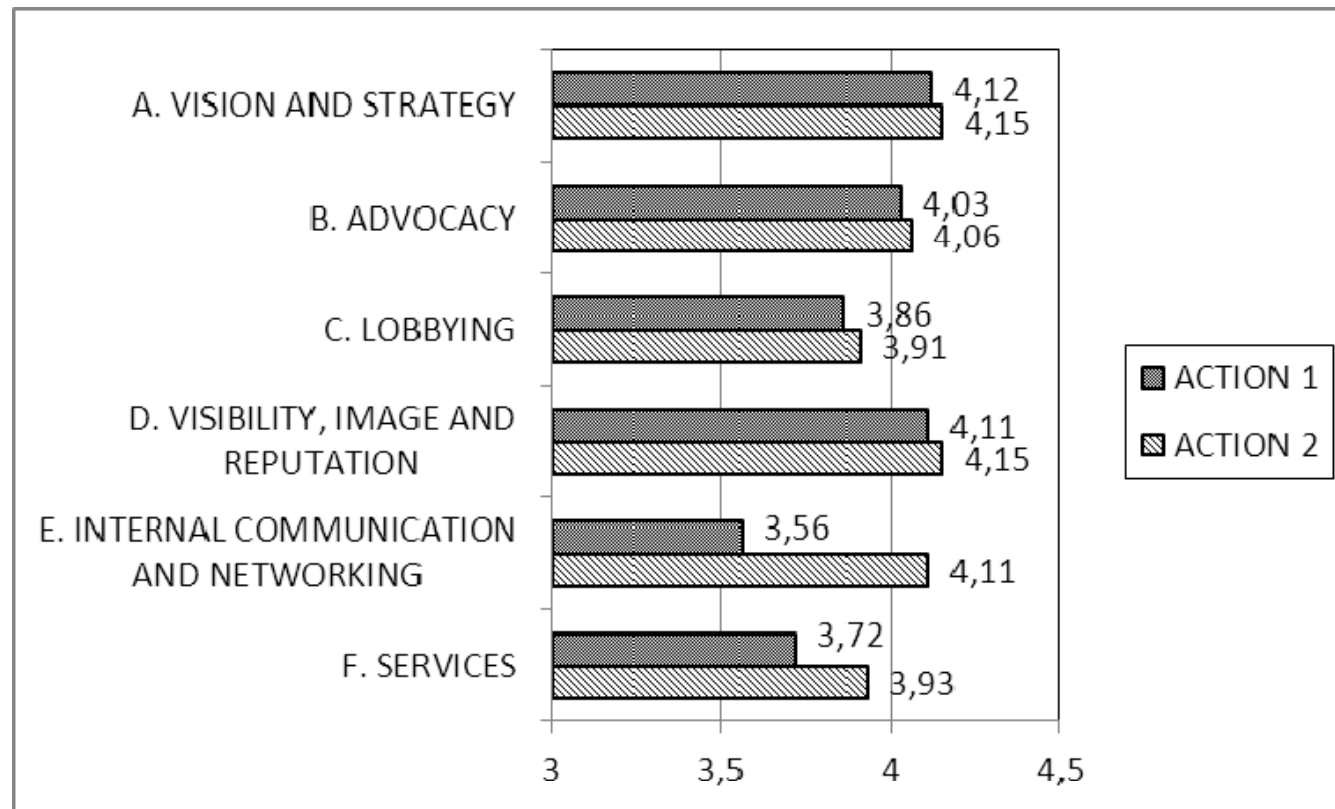 - Comparison of results between Delphi and Conventional survey

General survey

☐ Results (AREAS):

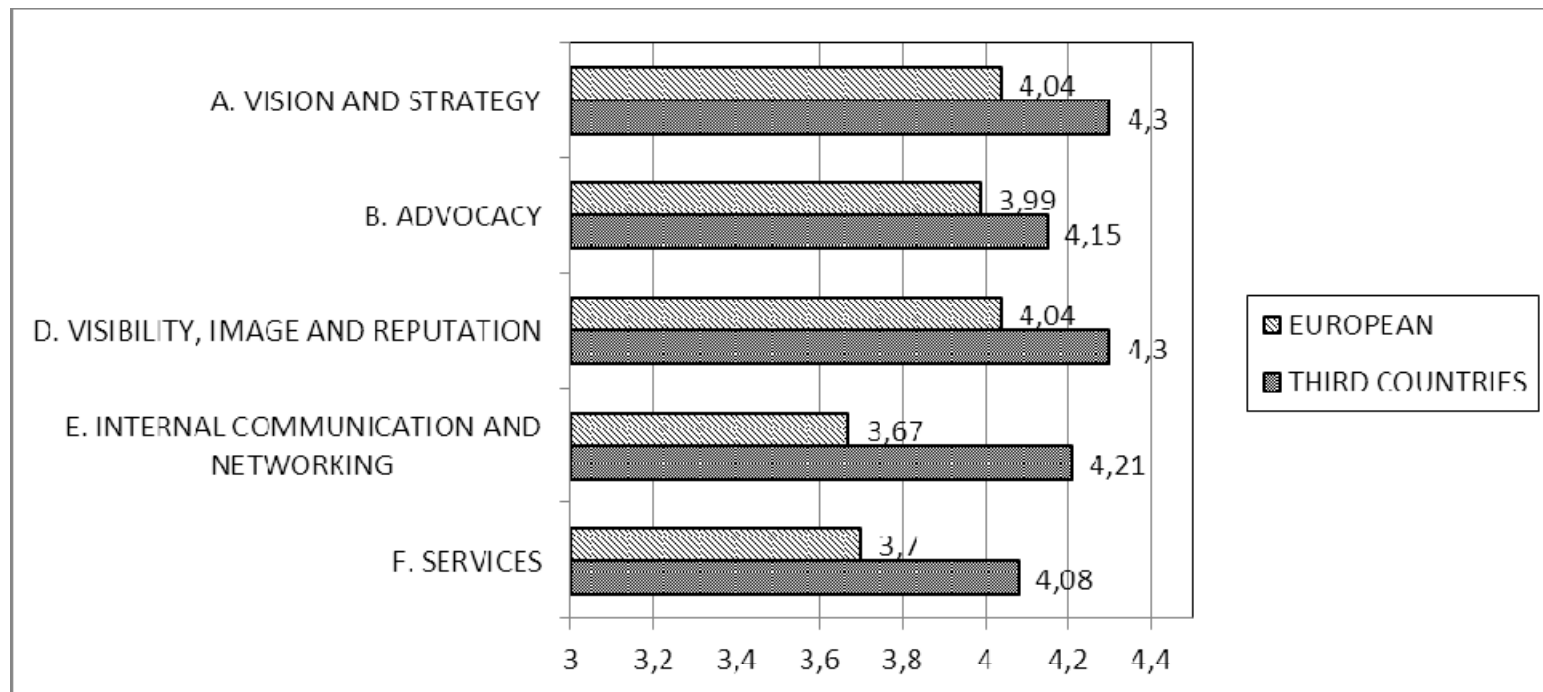☐ The scale of measurement was from 1 (Very low) to 5 (Very high)
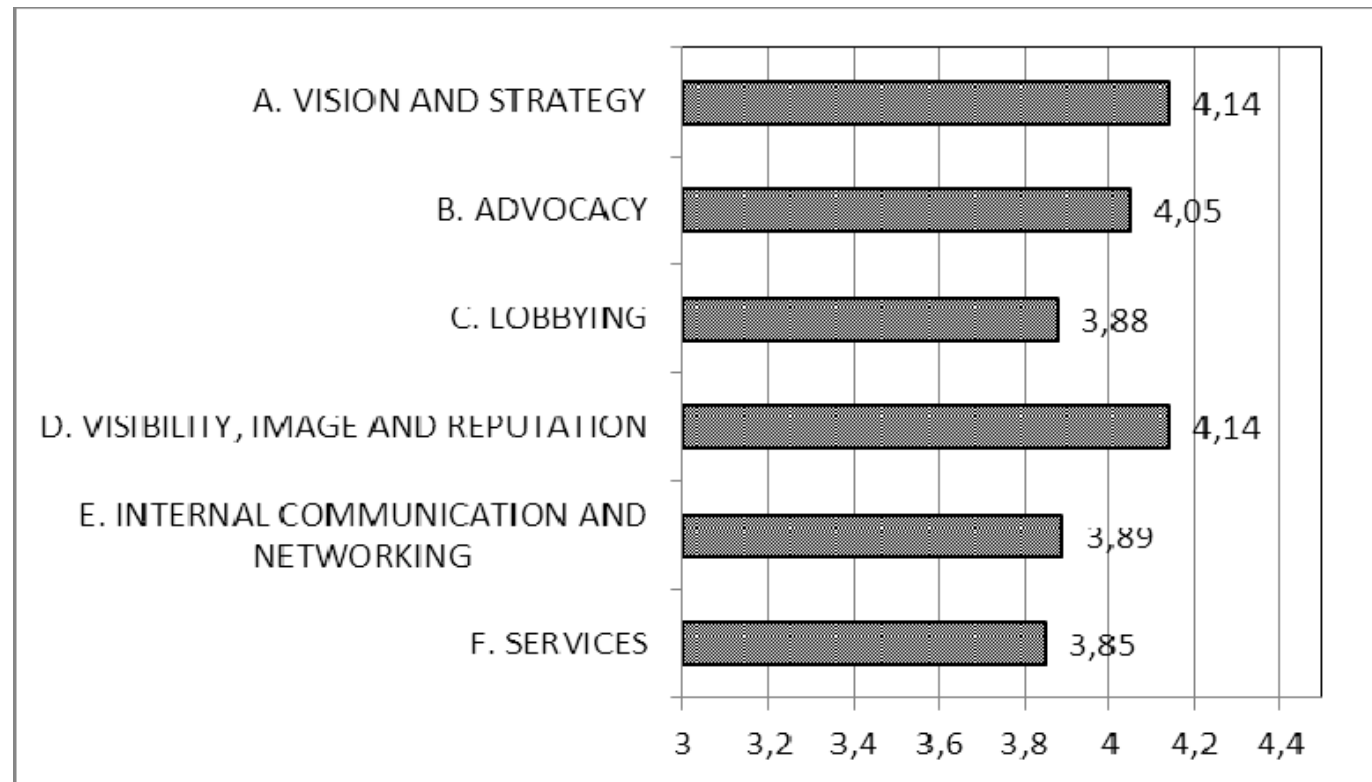
General survey

☐ Results (AREAS by groups: Action 1 vs. Action 2):

General survey

□ Results (AREAS by groups: European vs. Third countries):

General survey

- Results (ITEMS):

- The most important items for every area were…

  - **A. Vision and Strategy:**

    - A1. Develop a long-term strategy for its members and their activities as well as for the organization itself (Mean= 4.21).

    - A4. Promote the added value of EM projects/actions at national, European, and international level (Mean= 4.28).

  - **B. Advocacy:**

    - B2. strive for adequate financial resources for the management of projects/actions (Mean= 4.27).

    - B3. Request maintaining financial support for well-evaluated projects/actions and support new projects/actions (Mean= 4.39).

General survey

- Results (ITEMS):
  - **C. Lobbying:**
    - C4. Stimulate the participation of EM programs in the decisions of the EACEA and EC so the voice of members is considered (Mean= 4.07).
    - C6. Argue for the continuous improvement of the application and management procedures of the EM Programme (Mean= 4.04).

  - **D. Visibility, Image and Reputation:**
    - D1. Increase the international visibility of EM projects/actions (Mean= 4.24).
    - D2. Disseminate information about EM programs to promote the recognition of EM degrees to potential employers (Mean= 4.23).

General survey

- Results (ITEMS):

  - **E. Internal Communication and Networking:**

    - E3. Offer a platform to exchange information among partners (Mean= 4.08).

    - E4. Organize activities where members can interact face-to-face (e.g., meetings, congresses, etc.) (Mean= 4.02).

  - **F. Services:**

    - F6. Provide information about calls for partners, announcements, news, events, funds, and other relevant information (Mean= 4.04).

    - F7. Provide guidelines about alternative ways of funding (Mean= 4.16).

Results of Delphi and General survey

☐ AREAS (in order of importance) (all respondents):

Delphi Method:

1. Visibility, Image, and Reputation (Mean= 3.76).
2. Advocacy (Mean= 3.60).
3. Lobbying (Mean= 3.60).
4. Vision and Strategy (Mean= 3.53).
5. Internal Communication and Networking (Mean= 3.39).
6. Services and Brokerage (Mean= 3.27).

General survey:

1. Visibility, Image, and Reputation (Mean= 4.14).
2. Vision and Strategy (Mean= 4.14).
3. Advocacy (Mean= 4.05).
4. Internal Communication and Networking (Mean= 3.89).
5. Lobbying (Mean= 3.88).
6. Services (Mean= 3.85)

Results of Delphi and General survey

☐ AREAS (in order of importance) (Europeans only):

Delphi Method:

1. Visibility, Image, and Reputation (Mean= 3.76).
2. Advocacy (Mean= 3.60).
3. Lobbying (Mean= 3.60).
4. Vision and Strategy (Mean= 3.53).
5. Internal Communication and Networking (Mean= 3.39).
6. Services and Brokerage (Mean= 3.27).

General survey:

1. Visibility, Image, and Reputation (Mean= 4.04).
2. Vision and Strategy (Mean= 4.03).
3. Advocacy (Mean= 3.98).
4. Lobbying (Mean= 3.88).
5. Services (Mean= 3.69).
6. Internal Communication and Networking (Mean= 3.67).

Results of Delphi and General survey

□ Action 1 (in order of importance) (all respondents)

Delphi Method:

1. Visibility, Image, and Reputation (Mean= 3.68).
2. Lobbying (Mean= 3.66).
3. Advocacy (Mean= 3.65).
4. Vision and Strategy (Mean= 3.57).
5. Internal Communication and Networking (Mean= 3.51).
6. Services and Brokerage (Mean= 3.29).

General survey:

1. Vision and Strategy (Mean= 4.12).
2. Visibility, Image, and Reputation (Mean= 4.11).
3. Advocacy (Mean= 4.03).
4. Lobbying (Mean= 3.86).
5. Services (Mean= 3.72)
6. Internal Communication and Networking (Mean= 3.56).

Results of Delphi and General survey

☐ Action 1 (in order of importance) (Europeans only)

Delphi Method:

1. Visibility, Image, and Reputation (Mean= 3.68).
2. Lobbying (Mean= 3.66).
3. Advocacy (Mean= 3.65).
4. Vision and Strategy (Mean= 3.57).
5. Internal Communication and Networking (Mean= 3.51).
6. Services and Brokerage (Mean= 3.29).

General survey:

1. Vision and Strategy (Mean= 4.10).
2. Visibility, Image, and Reputation (Mean= 4.09).
3. Advocacy (Mean= 4.00).
4. Lobbying (Mean= 3.86).
5. Services (Mean= 3.68)
6. Internal Communication and Networking (Mean= 3.51).

Results of Delphi and General survey

☐ Action 2 (in order of importance) (all respondents)

Delphi Method:

1. Visibility, Image, and Reputation (Mean= 3.61).
2. Advocacy (Mean= 3.57).
3. Lobbying (Mean= 3.55).
4. Internal Communication and Networking (Mean= 3.45).
5. Vision and Strategy (Mean= 3.37).
6. Services and Brokerage (Mean= 3.26).

General survey:

1. Vision and Strategy (Mean= 4.15).
2. Visibility, Image, and Reputation (Mean= 4.15).
3. Internal Communication and Networking (Mean= 4.11).
4. Advocacy (Mean= 4.06).
5. Services (Mean= 3.93)
6. Lobbying (Mean= 3.91).

Results of Delphi and General survey

□ Action 2 (in order of importance) (europeans only)

Delphi Method:

1. Visibility, Image, and Reputation (Mean= 3.61).
2. Advocacy (Mean= 3.57).
3. Lobbying (Mean= 3.55).
4. Internal Communication and Networking (Mean= 3.45).
5. Vision and Strategy (Mean= 3.37).
6. Services and Brokerage (Mean= 3.26).

General survey:

1. Internal Communication and Networking (Mean= 3.97).
2. Advocacy (Mean= 3.95).
3. Visibility, Image, and Reputation (Mean= 3.95).
4. Vision and Strategy (Mean= 3.92).
5. Lobbying (Mean= 3.91).
6. Services (Mean= 3.71).

NEEDS ANALYSIS

NEXT STEPS:

- Writing the final report for need analysis:
  - General needs analysis in the Erasmus Mundus Community
  - Differential needs for different target groups
  - Main conclusions: Identification of main areas of interest for the design and formation of the Concilium

General survey

□ Results (ITEMS):

■ **A. Vision and Strategy:** The Concilium will…

□ A4. Promote the added value of EM projects/actions at national, European, and international level (Mean= 4.28).

□ A1. Develop a long-term strategy for its members and their activities as well as for the organization itself (Mean= 4.21).

□ A2. Support its members and their objectives by reinforcing the common brand, in cooperation with the Education, Audiovisual and Culture Executive Agency (EACEA) (Mean= 4.14).

□ A3. Strive for the recognition of degrees across European countries, in cooperation with the EACEA (Mean= 4.09).

□ A5. Facilitate and stimulate joint degree programmes across European countries and third countries with well-defined operational conditions, in cooperation with the EACEA (Mean= 3.78).

General survey

- ## Results (ITEMS):

- **B. Advocacy:** The Concilium will…

- B3. Request maintaining financial support for well-evaluated projects/actions and support new projects/actions (Mean= 4.39).

- B2. Strive for adequate financial resources for the management of projects/actions (Mean= 4.27).

- B7b. Strive for the recognition of the mobility periods spent by the students (Mean= 4.24).

- B4. Strive for an European-wide approach to student visa policy in the Erasmus Mundus projects/actions (Mean= 4.23).

- B8. Ask to extend the branding duration (Mean= 4.14).

- B6. Strive for a common European grading system in the Erasmus Mundus projects/actions (Mean= 3.89).

- B5. Strive for an European-wide approach to student insurance systems in the Erasmus Mundus projects/actions (Mean= 3.87).

- B1. Receive mandate from its members to represent them, taking actions agreed by its members on different issues (Mean= 3.69).

- B7a. defend the autonomy of its members in the decision making related to the establishment/implementation of tuition fees (Mean= 3.65).

General survey

- Results (ITEMS):

  - **C. Lobbying:** The Concilium will…

    - C4. Stimulate the participation of EM programs in the decisions of the EACEA and EC so the voice of members is considered (Mean= 4.07).

    - C6. Argue for the continuous improvement of the application and management procedures of the EM Programme (Mean= 4.04).

    - C1. Serve as a lobbying body at the EACEA (Mean= 3.89).

    - C2. Serve a lobbying body at the EU parliament and the European Commission (EC) (Mean= 3.89).

    - C3. Create task forces to address different lobbying actions (Mean= 3.78).

    - C5. Analyze higher education policies and to eventually propose changes of these policies at national/European level (Mean= 3.62).

General survey

- Results (ITEMS):
  - **D. Visibility, Image, and Reputation:** The Concilium will…
    - D1. Increase the international visibility of EM projects/actions (Mean= 4.24).
    - D2. Disseminate information about EM programs to promote the recognition of EM degrees to potential employers (Mean= 4.23).
    - D4. Disseminate information about EM programs to promote the recognition of EM degrees to potential students (Mean= 4.16)
    - D3. Disseminate information about EM programs to promote the recognition of EM degrees to Third country institutions (Mean= 4.13).
    - D5. Try to attract sponsors that are willing to invest in EM projects/actions (Mean= 4.10).
    - D6. Create quality assurance systems to increase the excellence of EM projects/actions at national/international level, in cooperation with the EACEA (Mean= 4.02).

General survey

□ Results (ITEMS):

- **E. Internal Communication and Networking:** The Concilium will…

- E3. Offer a platform to exchange information among partners (Mean= 4.08).

- E4. Organize activities where members can interact face-to-face (e.g., meetings, congresses, etc.) (Mean= 4.02).

- E1. Facilitate the exchange of information about potential European partners for EM projects/actions (Mean= 3.91).

- E2. Facilitate the exchange of information about potential associate members for EM projects/actions (Mean= 3.64).

- E5. Facilitate the exchange of information about potential third-country partners for EM projects/actions (Mean= 3.51).

General survey

□ Results (ITEMS):

□ **F. Services:** The Concilium will…

□ F7. Provide guidelines about alternative ways of funding (Mean= 4.16).

□ F6. Provide information about calls for partners, announcements, news, events, funds, and other relevant information (Mean= 4.04).

□ F9. Facilitate and manage the exchange of practices and tools among members (Mean= 4.03).

□ F11. Create a service for tracking the employment patterns of Erasmus Mundus students (Mean= 4.02).

□ F4. Provide assistance to new applications/projects (Mean= 3.93).

□ F1. Provide guidelines for the management of visas (Mean= 3.92).

□ F5. Provide guidelines for the day-to-day managing of the actions/projects (Mean= 3.83).

□ F3. Design communication services for members (e.g. FAQs, forum, newsletters …) (Mean= 3.73).

□ F10. Establish connections between different job banks in the Erasmus Mundus programs and the industry (Mean= 3.73).

□ F2. Offer training services (Mean= 3.57).

□ F8. Create a common language evaluation test to certify language level of potential candidates to Erasmus Mundus programs (Mean=3.35).

ACTIVITY 4 TASK FORCE NEEDS ANALYSIS

THANKS FOR YOUR ATTENTION!!!