**Sustainability Strategy of Master programme in the Management of Industrial Entrepreneurship within the MIETC project**

/ WP3 / Task 3.4

**27 – 28 March, 2023 Management Meeting**

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DEVELOPMENT OF A MASTER PROGRAMME IN THE MANAGEMENT OF INDUSTRIAL ENTREPRENEURSHIP FOR TRANSITION COUNTRIES

**610198-EPP-1-2019-1-ES-EPPKA2-CBHE-JP**

# Action Plan

| **Action/Partner** | Funding diversification | | Communication & Partnership | Evaluation,  Innovation, Modernization | Recruitment Process/PR |
| --- | --- | --- | --- | --- | --- |
| 2020-2024 | From 2020 onwards |
| **TSUC** | EU funding | * Student’s fee * Public funding – from national authorities, companies and institutions (Ministry of Industry and New Technologies of the Republic of Tajikistan, Chamber of Commerce and Industry of the Republic of Tajikistan, National Association of Small and Medium Business of the Republic of Tajikistan, TALCO, LLC “Nassojii Tajik) * Private funds for providing vocational trainings and degree courses of private institutions and industrial companies * Others sources of funding | TSUC will:   * have a close cooperation with authorities to establish partnership in order to jointly develop educational materials; to attract financial and administrative support; to pass national and international accreditation for Master program; to provide internship opportunity for students and vocational trainings for staff; * establish fruitful cooperation agreements with domestic and foreign HEIs on academic exchange, resource sharing and cross-promotion, joint research, etc.; * Communicate with Alumni network for promotion of the Master programme ; improvig teaching materials ; providing employment oppotunities ; * Cooperate with other stakeholders who wishes to contribute to financial and technical sustainibility of Master Programme.   - It is necessary to add the work of Entrepreneurship Centers | * *Evaluation:* to develop quantitative and qualitative indicators for continuous assessment of the Master Programme among target groups (students, graduates, teachers, industries, experts, and etc.) with aim of finding out current and future demands and expectation; * *Innovation:* to develop a new teaching methodology, teaching format (distance learning, dual degree courses), flexible courses, etc. * *Modernization:* to update the educational facilities and curriculum (update courses, materials, teaching, etc.) following the trends in domestic and international education market. | Dissemination and promotion activities will be established through university website, alumni network, social media, online platforms, radio and TV across Tajikistan such as University’s website tguk.tj, newspaper “Tojir,” TV channels: Safina, Dushanbe, Jahonnamo, Tojikiston. , Social media: Facebook, Tweeter, Instagram, Telegram, YouTube, Vkontakte Odnoklassniki, and etc.) |
| **AST** | EU funding | -Budgetary and extrabudgetary funds of the corresponding institution;  -Ministry of Economy and Finance of Turkmenistan;  -The Union of Industrialists and Entrepreneurs of Turkmenistan;  -Ministry of Education of Turkmenistan;  -Academy of Sciences of Turkmenistan;  -Other funds and representatives of small and medium-sized businesses; | - Based on the results of the project, AST will prepare a report for the Cabinet of Ministers of Turkmenistan with proposals and recommendations;  - In cooperation with the Ministry of Education of Turkmenistan, AST will support preparation of materials for implementation the curriculum of the relevant educational institution;  -AST, as the coordinator of the Turkmen scientific and educational network will assist in the creation of a training platform;  - AST together with the Ministry of Education of Turkmenistan and relevant educational institutions will assist in the preparation of related teaching materials;  -AST, together with the Union of Industrialists and Entrepreneurs of Turkmenistan organizes advanced training courses for employees of small and medium-sized businesses on a charged basement.  - It is necessary to add the work of Entrepreneurship Centers | - *Assessment*: Increasing and improving the knowledge of students and young teachers in accordance with world standards.  - *Innovation*: On-line platform and distance learning use;  - *Modernization*: Comprehensive and comprehensive updating of all curricula and training programs for highly qualified specialists, in accordance with the requirements of modern life, while maintaining and multiplying the best traditions of the educational system.  *Due to COVID situation development standards are suitable for remote teaching, learning and assessment.* | Further development of created MIETC educational system  Producing guidelines for HEIs  The activity will be disseminated through educational materials issued by the Ministry of Education of Turkmenistan, information sheets of relevant educational institutions, methodological manuals using the media, as well as an online platform. Use of TV channels, Newspapers, conferences and seminars |
| **CTAST** | EU funding | -Budgetary and partly extrabudgetary funds;  - Self-supporting/-financing system  -Ministry of Economy and Finance of Turkmenistan;  -The Union of Industrialists and Entrepreneurs of Turkmenistan;  -Academy of Sciences of Turkmenistan;  -Other funds and representatives of small and medium-sized businesses | CTAST will support all the related to MIETC SS activity such as cooperation with authorities in order to establish partnership for developing of high standard professional materials; to attract and financial and administrative support; to support in the national accreditation for Master program; to provide internship opportunity for students and vocational trainings for staff | - *Assessment*: Support for improving the knowledge of students and young teachers in accordance with the National and world standards by accepting them during vocation trainings.  - *Innovation*: Use of all possible modern technical means and methodologies;  - *Modernization*: Support in the permanent update of all curricula and training programs for highly qualified specialists, in accordance with the now day’s requirements; modernization in the training system during the summer and diploma practice. | Support in the learning process promotion, basing on involvement technoparks´ managers in placing strong emphasis on personalised learning contexts and on learning-by-doing methods, thus, accomplishing greater student. Support in articles and publications publishing. Promotional campaigns, webinars, info and open days |
| **TSIEM** |  | -Ministry of Economy and Finance of Turkmenistan;  -Budgetary and extrabudgetary funds;  -The Union of Industrialists and Entrepreneurs of Turkmenistan;  -Ministry of Education of Turkmenistan;  -Academy of Sciences of Turkmenistan;  -Other funds and representatives of small and medium-sized businesses. | - TSIEM will organize development of relevant educational resources in order to implement the curriculum within the HEI;  - TSIEM with the AST, and TSIF will join and actively participate in the creation of a training platform;  - TSIEM and Union of Industrialists and Entrepreneurs of Turkmenistan organize joint training courses for bachelors and master students.  - It is necessary to add the work of Entrepreneurship Centers | - *Assessment*: Increasing and improving the knowledge of students and young teachers in accordance with national and global educational standards.  - *Innovation*: On-line platform and distance learning on student-oriented courses;  - *Modernization*: Updating of all curricula and training programs for highly qualified specialists, in accordance with the requirements of modern life, while maintaining and multiplying the best traditions of the educational system. | Recruitment process based on competition. Further development of created MIETC educational system  Producing guidelines for HEIs  The activity will be disseminated through educational materials issued by the Ministry of Education of Turkmenistan, information sheets of relevant educational institutions, methodological manuals using the media, as well as an online platform. Use of TV channels, Newspapers, conferences and seminars. |
| **TSIF** |  | -Budgetary and partly extrabudgetary funds;  - Self-supporting/-financing system  -Ministry of Economy and Finance of Turkmenistan;  -The Union of Industrialists and Entrepreneurs of Turkmenistan;  -Other funds and representatives of small and medium-sized businesses | - Based on the results of the project, TSIF will prepare a report for the Ministry of Education of Turkmenistan with proposals and recommendations;  - To implement the project and achieve sustainability, TSIF will enhance communication with stakeholders  - TSIF together with project partners and the Ministry of Education of Turkmenistan will prepare curricula.  -TSIF together with partners will assist in the creation of a training platform.  - It is necessary to add the work of Entrepreneurship Centers | - *Assessment*: Upgrading the qualifications of teachers, which in turn will positively affect the level of training of students.  - *Innovation*: On-line platform and distance learning use;  - *Modernization*: Modernization curricula and training programs | Dissemination of the results of the project will be carried out through information leaflets, booklets, through speeches in newspapers, TV channels, seminars and scientific and methodological conferences |
| **AYeconomics** | EU funding | - | Cooperation with CA partners on research projects, researchers and professors exchange => AYeconomics´s agreed to provide classes as invited professors in EKTU; with KarUK agreed to apply for research call of international organizations; with TUT agreed to apply for EU project in IT research projects  AYeconomics committed to promote Master at the Conferences, Forums and its social media after the project finished as well | After each event organised, feedback survey conducted to improve activities/event for next time. Pedagogical materials include innovative methodology such as hybrid format, games, case studies, and etc.  AYeconomics committed to upgrade, adapt and improve subjects´ materials during the pilot stage | Facilitate the dissemination and promotion of Master Programme through the website, social media, conferences, forums. |
| **KarUK** | EU funding | - Government funding  - Payment for training by undergraduates  - Partial funding of the university  - Other sources of financing | KarUK will:  - have close cooperation with regional stakeholders to establish partnerships in order to jointly develop training materials;  - together with the University's Resource Center and the Chamber of Entrepreneurs of the Karaganda region to expand contracts with regional enterprises for the implementation of custom-made topics of master's theses on problems in the field of technological entrepreneurship;  -obtain accreditation of the joint educational master's program ;  - to provide an opportunity for academic mobility for undergraduates and teaching staff;  - conclude cooperation agreements with domestic and foreign partners on academic exchange, sharing of resources and cross-promotion, joint research, etc.;  - conduct joint scientific research with the Technological University of Tajikistan;  - conduct classes with AYeconomics as visiting professors at KarUK;  - apply with AYeconomics for a research competition of international organizations;  - apply for participation in the EU project with TUT;  -provide communication with the network of graduates of Bachelor and Master degree in order to promote the master's program;  - collaborate with other stakeholders who wish to contribute to the financial and technical sustainability of the Master's program. | * *Evaluation:* to develop quantitative and qualitative indicators for continuous assessment of the Master Programme among target groups (students, graduates, teachers, industries, experts, and etc.) with aim of finding out current and future demands and expectation; * *Innovation:* to develop a new teaching methodology, teaching format (distance learning, dual degree courses), flexible courses, etc. * *Modernization:* to update the educational facilities and curriculum (update courses, materials, teaching, etc.) following the trends in domestic and international education market. | Dissemination and promotion events will be organized through the university's website - www. keu.kz Facebook Instagram, YouTube, online platforms, radio and TV, alumni network, stakeholders of the region, social networks (Facebook, Instagram, YouTube), online platforms. |
| **TUT** | … |  | … | … | … |
|  | … |  | … | … | … |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Sustainability Assurance Activity Matrix

| **Sustainable Outcomes** | **Strategy to ensure their sustainability** | **Resources necessary to achieve this** | **Where will these resources be obtained?** |
| --- | --- | --- | --- |
| Number of Applicants | Promotion and dessimination of materails about the Master Programme | Recruitment team (Department staff, volunteers, Alumni)  Promotion materails (liflets, brochures, promotional gifts, etc)  Staff cost | University fund  Co-funding |
| Number of students in Master programme | Employment possibilities  Moderns teaching methodology  Internship oportunities  Well -designed Master Programme | Student mobility programmes  Visiting lecturors  Guest speakers/industial experts  Access to the prestigious libraries  Professional staff  Staff cost | University fund  Co-funding |
| Number of updates in the curriculum/teaching materials |  |  |  |
| Number of official accreditations. |  |  |  |
| Number of training activities to keep teaching staff skills updated. |  |  |  |
| Established Network | Attract sponsorship and create a network of MIETC “supporters” | Organisation costs  Staff cost | University fund  Co-funding |
| Expanding events | Expanding the Academy events to more cities and countries by expanding the consortium and cooperating with academic institutions and industry in the respective countries. | Staff costs  Organisation costs | University fund  Co-funding |
| Number of external funding agreements. |  |  |  |
| Co-organisation of activities and events | Co-organise the events with other major events, thus, achieving mutual benefits and networking. | Staff costs  Organisation costs | University fund  Co-funding |
| Diversify training | Expanding the themes of the training programme and renew them in a regular basis. | Staff costs  Organisation costs | University fund  Co-funding |

# Monitoring of the Sustainability Strategy Implementation

| **Indicators** | **Period of monitoring** | **Results of Monitoring** | **Forms of monitoring results** | **Comments** |
| --- | --- | --- | --- | --- |
| **Quantitative Indicators** | | | | |
| Funding of the Master Program | * at the beginning of the 2023 year * at the beginning of the 2024 year | Factual sources of funding (for ex.: business, university, private entities and etc.) | Report |  |
| Enrolled students | at the beginning of the 2022/2023 academic year | Number of Students | Report |  |
| Program Promotion | On a regular basis | Conducting promotion events  Promotion materials | Report /presentations/  meetings |  |
| **Qualitative Indicators** | | | | |
| Accreditation of the Master Program | at the beginning of the 2022/2023 academic year | Accreditation certificate | Report |  |
| Educational Materials | at the beginning of the 2022/2023 academic year | Syllabi, Teaching materials | Report |  |
| Retrained teachers | On a regular basis | Certificates and diplomas | Report |  |