**Project Title:** Modernization of Teaching Methodologies in Higher Education: Eu Experience For Jordan And Palestinian Territory

**Project acronym:** METHODS

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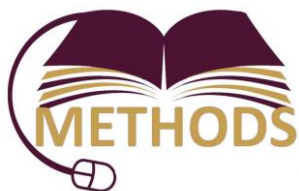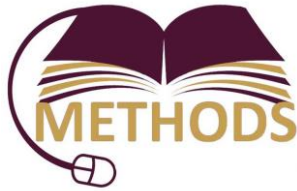
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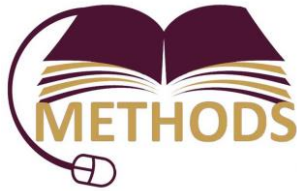Aalborg University
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# FOREWORD

Leipzig University of Applied Sciences, carrying responsibility for the Work Package 8 "Sustainability and Exploitation of Results," is certain that the sustainability plan will play a very important role in sustaining the functions and impact of the project outcomes.

The following Exploitation and Sustainability plan is an official document, which reflects the vision of project partners about the project results, ICT centers' functions, further direction, and potential impact. It will complement the dissemination materials produced in WP7 and set the targets, indicators and milestones for ensuring the centers continue to function after the completion of project. It will also specify the parameters, targets beneficiaries, and actions for the exploitation and transfer of project results outside the original project network and duration.

This standard document for the Sustainability & Exploitation of project results has been created jointly by the WP committee and was presented for a joint discussion with all partners at the 3rd Steering Committee meeting in Ramallah in January 2017. The presentation and the discussion that followed have contributed numerous ideas and proposals for the detailed sustainability plan.

It is difficult to overestimate the importance of all the joint meetings and workshops of the partners that take place during the project lifetime. They are seen as bricks that make the future existence of the developed centers efficient and sustainable. The sustainability committee has set indicators for sustainability of the project outcomes. The following actions were deemed crucial for the sustainability of the center operations post-project life:
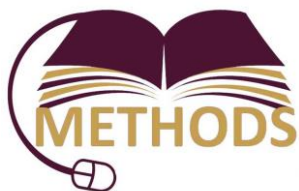
- **Trained faculty and center staff:** 60-100 faculty and center staff were trained on modern education modules, e.g. problem based learning, flip classrooms, and Moocs.
- **Study visits:** Many of those who participated in the training were involved in study tours to European partner's universities for exposure EU universities experience in designing and implementing problem-based and flip classroom, instructional videos, and other tools and strategies that are deemed useful for modernizing education in Jordan and Palestine.
- **Training module materials:** The developed modules for faculty training on modern education methods were collected as resources to be used in the centers for future training.
- **New courses and modules:** 32 courses or modules were designed using either problem-based, Moocs, or flip classroom or a combination of more than one strategy.

- **Project portal:** An education portal was developed to host the 32 newly designed modules and for other functions for the benefit of all project partners.
- **The equipment installed at the centers in Jordan and Palestine:** the centers will work as hub for experimentation in teaching and learning practices in Jordan and Palestine.
- **The Network** between partners and ICT centres, collaboration between partners in exploiting the project outputs;
- **Links between HEIS and labor market:** One of the future outputs of the project "METHODS" is to build and strengthen the link between Higher Education Institutions and labor market needs through the development and further effective work of the ICT centers. The following instruments were developed in order to guarantee the achievement of this ambitious goal and to let the ICT centers correspond in the best way with dynamic labor market needs. These instruments are also to be seen as additional information to enrich the Sustainability Plan of the project.
- **Quality Centers** at UJ and BZU will be responsible to manage the ICT centers and ensures and coordinates the work of the ICT centres and the quality of the developed courses in particular (professional accreditation).
- **Conducting training sessions** for faculty members in partner universities on best practices in utilizing ICT in education by the trainers who were engaged in METHODS training visits
- **Training material booklet** will be developed in collaboration between partners and EU partner universities, it will include the guidelines for developing the courses according to the followed learning concepts in METHODS (i.e. CBT, PBL, Flipped Classroom, Moodle).

The sustainability plan will account for all these direct outcomes and explain how they can be utilized post project life to serve the higher education institutions in the two countries once the grant agreement ends with the European Commission.

## Structure

We begin by reinstating the essential links between sustainability, dissemination, and exploitation concepts and definitions. Then we define the sustainability strategy objectives; and finally, we provide the sustainability plan as the core component in this document. It contains the identification of the main project results and their relation to the sustainability actions. Such results are identified so far as:
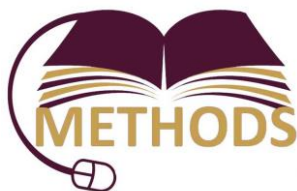
- efficient work with target groups (Training for professors, training for trainers, other HEIs);
- Means to be used for Exploitation and Sustainability (indirect and direct);
- Activities to ensure the future motivation of all the partners of the project "METHODS" to continue the productive work after the end of the project lifetime (website, development of the new courses, training workshops, national seminars, international conferences, online strategies and possibilities for the future joint projects and private investments)
- Evaluation of project activities in terms of sustainability using the relevant tools and methodologies (questionnaires, interviews, etc.)

We provide for each element a brief description together with sustainability and exploitation activities.

## Definitions of key operations

The sustainability team acknowledge the links already set up in the project proposal and properly utilized during the project implementation, including external communication and dissemination, sustainability and exploitation. These links are identified as follows:

- **External communication and dissemination** are an essential part of the project. It is crucial in helping the project to become sustainable after the funding has finished. Information-giving and awareness-raising are key activities to ensure that both participating and non-participating universities benefit from project experiences. External communication can also help to achieve a wider and more long-term impact both during and after the funding period. Therefore, external communication and dissemination are done to make project results available to a wider audience.

- **Sustainability** is the capacity of the project to continue to exist and function beyond the end of the contract. The project results are used and exploited continuously. Sustainability of results means use and exploitation of results in a long term scale. Sustainability is a very

broad term which in one of its many senses may include topics like maintaining a website, updating content, seeking funding, building lasting partnerships, retaining staff, continuously training for staff, continuously update training materials, and accessibility and exploitation of the E-portal, etc.

- **Exploitation** means ensuring that the results currently being used by the target groups (institutions, professionals and learners) continue to exploited beyond the project partnership. External communication, dissemination and exploitation are therefore distinct but closely related to one another.
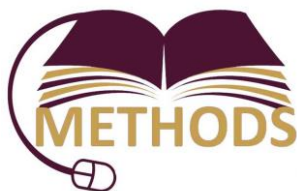
Factors supporting the exploitation and sustainability of project results include availability in several languages: English, Arabic; use of generic terminology; clear descriptions and indexing of content; good dissemination activities; benchmarks etc.; modular formatting; free access.

## Sustainability strategy objectives

This sustainability & exploitation plan is constructed around three axes, all of which are linked together by our three central sustainability objectives. These axes are: (a) a set of sustainability mechanisms, accompanied by a division of labor between partners; (b) the identification of institutions and groups, which the sustainability strategy is primarily aiming to reach; (c) a timeline for progressive implementation of the mechanisms.

## Sustainability Strategy

The ICT centers will have a successful start in 2018; their trainers will be well-trained and motivated to continue working on their own professional development and on planning and running seminars and workshops for other colleagues on campus. During the project life, the centers have built a solid network of associates in 6 Jordanian and 4 Palestinian universities; the center trainers have conducted high quality professional development activities in Jordan and Palestine. The two centers have well-equiped locations in Jordan University and Birzeit University campuses, and the two centers are open for business every working day.

All the partners of the "METHODS" project are well aware of the idea, that to build sustainable academic networks between partners, means to make the transfer and the development of knowledge and new courses at the ICT center successful for a long period of time in the future.

## Financial resources

- **The equipment** installed at the centres in Jordan and Palestine: the centres will work as hub for experimentation in teaching and learning practices in Jordan and Palestine;

- **The Workshop** for academic partners, stakeholders and private companies in October / November 2017 is called to build bridges for future cooperation with firms and organizations in order to ensure flow of investments in the work of ICT centres after the end of the project lifetime;

- **Scheduled Meetings** in April / May 2018 with representatives of Ministry of Higher Education and Ministry of Labour in Palestine and Jordan will ensure and reopen the possibilities of governmental support of ICT centres. The presentation of working field of ICT centres is called to lead to a win-win profitable situation concerning support on institutional level;

- **Joint cooperation** with existing research centres and partner HEIs on the basis of agreements for the period 15.10.2018 – 14.10.2019 will guarantee the sustainable support for the humble period of the first without project funds;

- Joint projects and **private investments** that arise as results of the workshops and meeting of 2017 - 2018 with the companies from Jordan and Palestine will play an important role in creating financial independency of ICT centres.

**To help plan for sustaining and expanding center services and activities, the sustainability team designed a sustainability strategy table, which explains the needed actions for each of the project major outcome, the target groups who will benefit from the actions, the target values for each action in the first year after the project is concluded.**

## Detailed Sustainability Plan

| Activity | Objective | Target groups | Target Value | Timeframe |
|----------|-----------|---------------|--------------|-----------|

| | | | | |
|---|---|---|---|---|
| Sharing learning objects of diverse clusters | To ensure that diverse clusters in different disciplines will continue to be used in collaboration among partners and that those who use them will utilize best practices in ICT in education. | Internal: Teaching staff, Students, Trainees, Technical staff; | 100 staff + 2000 students | Years 1 & 2 |
| | | External: Other national, regional and international HE, representatives of other universities. | 20 staff+ 500 students | |
| Project's website and newsletters | The project's website is maintained and fully operated after the end of the funding period. | Designating contact person from each partner institution for web update. | 1 contact person | Years 1 & 2 |
| | | Posting materials (ppt, templates, rubrics and links) to be used as education resources | 20 education resources in the first year. | |
| | | Posting news of the centers | 1 | |
| | | Linking website to social media | 1 | |
| | | Online workshop registration | 1 | |
| Training Material and Training | Create training courses on an ongoing basis and | use existing modules developed during project life to recruit and train more practitioners | 10 new practitioners | Years 1 & 2 |

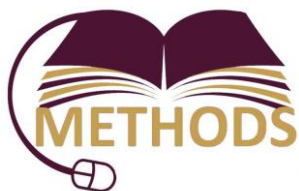| Modules | Define practitioners' recruitment tools and policies. | Define faculty training needs | Training need assessment tool | Year 1 |
| | | Develop a high quality training program. | Training menu | 1 |
| | | Create new modules on modern education practice and assessment. | 3 new modules | Years 1 & 2 |
| Project Dissemination and exchange of experiences | To exchange information and experiences exchange between students and staff, teachers and trainers and to disseminate education innovation within and among the HEIs | **Indirect channels**: social networking media like Facebook, discussion groups, mailing lists, common working space using website www.dropbox.com and e-Twinning platform, Networking and external cooperation | Documentation of exchanges within and among institution and any other evidence on dissemination | Years 1& 2 |
| | | **Direct channels**: Trainings, conferences, workshops, exhibitions, seminars, information sessions | One national workshop and work exhibition | Year 1 |
| Clusters | Create clusters (specialized educationalists and multimedia experts) at each partner university and continue to | Modern practice community | 1 community of practitioners | Years 1 & 2 |

| | | | |
|---|---|---|---|
| | cooperate and collaborate in sharing experiences related to best practices in teaching and learning. | Education research groups | 2 research groups | |
| Management of autonomous ICT center | One of the key tasks of the whole project is to establish an ICT center at the Birzeit University and one at Jordan University.

The autonomous ICT center will continue to provide services to support good practices utilizing ICT in education for new staff as well as senior staff after the end of the project. Activities should be taking into consideration: | Center integration into the university structure | Center director+ staff+ reporting channels | Years 1 & 2 |
| | | Sign agreement with all partners who wish to use the services of the center in the future. Agreement will guarantee free access for all 10 Palestinian and Jordanian partners to the materials and equipment at the center. | 8 agreements | |
| | | Provide training for trainers so the experience that was gathered through the workshops during the project time will be transferred to other center trainers. | A minimum of 2 trainers per module affiliated with the center. | |
| | | Increase the number of modules and expertise within the center in areas like assessment of learning and course and program design | 2 modules in assessment of learning+ 1 module in course design+ 1 in program design | |

| Funding | Finding sources of funding to sustain and expand center operations. | HEI own fund through annual budget (director load reduction+ salary increase) (trainers per hour pay). | 1 director+4 trainers | Years 1 & 2 |
|---|---|---|---|---|
| | | Joint projects in teaching and learning | 1 project in the first year of operations. | |
| | | Joint projects in curriculum or program design. | 1 project in the first year of operations. | |
| Evaluation | To periodically evaluate the services provided by the center to inform future actions. | Design evaluation tools for staff training workshops | 1 | Years 1 & 2 |
| | | Design evaluation tools for the courses on the portal | 1 | |

## Evaluation of sustainability and exploitation

In order to measure the quality of the sustainability and exploitation activities the partners will use these criteria:

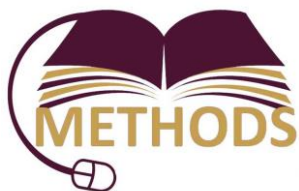- Education Leadership regarding Exploitation activities;

- Number of events (training, workshops) to sustain and to exploit the project and its results and intellectual outputs;
- Number of teachers and students attending these event;
- The number of teaching modules uploaded to the E-Portal;
- The number of new courses uploaded to the portal;
- Visibility of the centers in the HEIs
- Quality and impact of the Sustainability and Exploitation activities
- Adequacy of exploitation methods and techniques
- The Network between partners and ICT centers, collaboration between partners in exploiting the project outputs
- Final results dissemination activities in the HEIs

**These questions can guide the evaluation work:**

- Are the developed materials helpful and useful for the teachers and students?
- Are the developed materials always under the process of updating?
- Do the developed materials correspond to actual needs of the teachers and students?
- Are the materials and resources easy to access by all the partners and by the target audience?
- Are they to be find in most suitable digital formats?
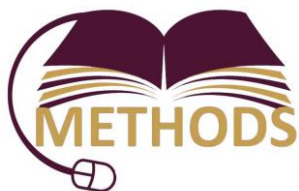
# Proposed documentation and evaluation tools

Questionnaires and interviews will be used to assess the sustainability and exploitation activities conducted by each partner. Each partner has to produce a short report on each of the sustainability and exploitation activity conducted.

## Activity report template

| Report for evaluation the sustainability and exploitation | |
|---|---|
| Sustainability and exploitation activity: Type | |
| Date and place: | |
| Name and title of the person who participated | |
| Short description of the sustainability and exploitation event: | |
| Feedback from participants: | |

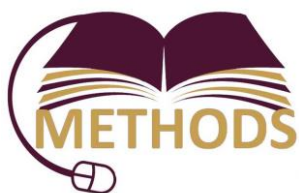ERASMUS+ Programme – METHODS Project Number: 561940-EPP-1-2015-1-JO-EPPKA2-CBHE-JP

## Activity evaluation template

| Sustainability and Exploitation evaluation | | | | | |
|---|---|---|---|---|---|
| | Completely Negative/ Unsatisfied | Partially Positive/ Satisfied | Fully Positive/ Satisfied | Exceeded Expectations | Not Applicable |
| Is/Was the coordinating partner active and supportive? | | | | | |
| Is/Was the foreseen timetable respected? | | | | | |
| Is/Was the partnership cooperative in achieving the WP objectives and outputs? | | | | | |
| IS/Was the tasks sharing well distributed between partners? | | | | | |
| Are/Were the deliverables duly accomplished? | | | | | |
| Are/Were working methods and techniques adopted appropriate? | | | | | |
| Is/was the Number of events (training, workshops) respected? | | | | | |
| The number of teaching materials on the E-Portal | | | | | |
| The number of staff and | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| students attending the training | | | | | |
| The panel of the project in each partner | | | | | |
| The Network between partners and ICT centers | | | | | |
| **Overall satisfaction:** | | | | | |

Informal conversations with participants must be used to evaluate the impact of the sustainability and exploitation activities.

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## Stainability and Exploitation Tools

The objective of the exploitation strategy is to ensure the sustainability of the project and its results beyond its lifetime. The exploitation strategy contains recommendations and guidelines for the continuous usage of the project's results also after the end of the project. The exploitation strategy is designed to reach broader publically than the target group, namely to ensure that relevant stakeholders at all levels (Jordanian and Palestinian) are informed about the project results and ready to recommend and use the results.

According to the project proposal, sustainability and exploitation strategy is based, on two essential tools, ICT-based tools and networking, splatted into further parts, listed in this table:

| Tool | Partners |
|------|----------|
| Website | University of Jordan |
| Development of a Facebook page for the Project | University of Jordan |
| Technical Workshops | Each partner |
| National Seminars | Each partner |
| Network database | HTWK, each partner |
| The project DVD (all information about the Project and project results, Newsletter,…) | Birzeit University and University of Jordan |
| International conference | Each partner |
| Online Strategy | Each partner |
| Intellectual Property Rights | University of Jordan and Birzeit University |
| Joint projects and private investment | Each partner |