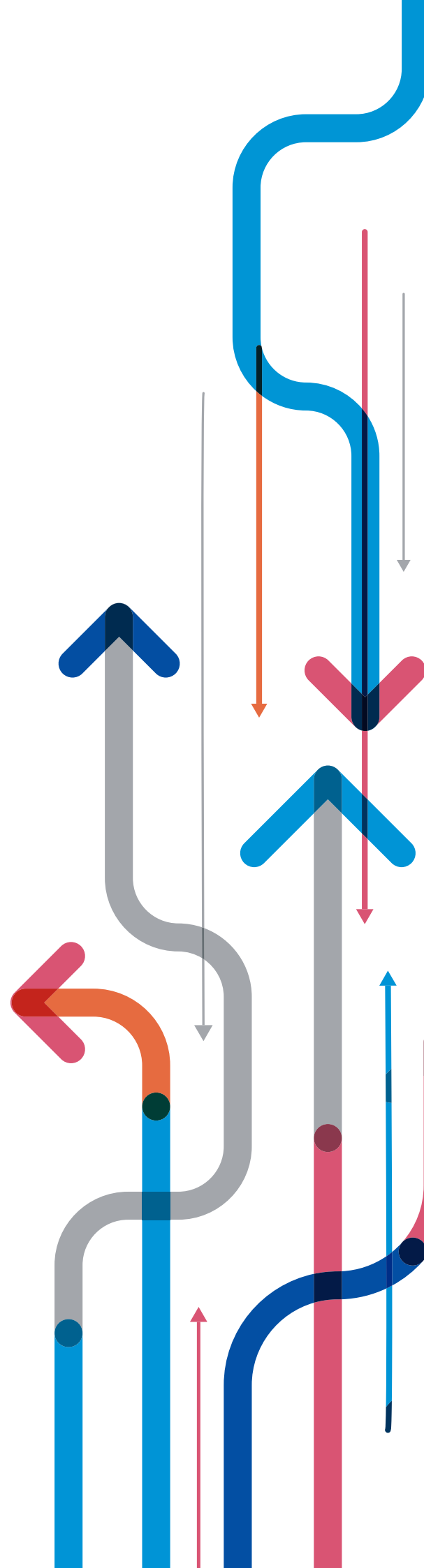


European Joint Master's in Strategic Border Management

Prospectus

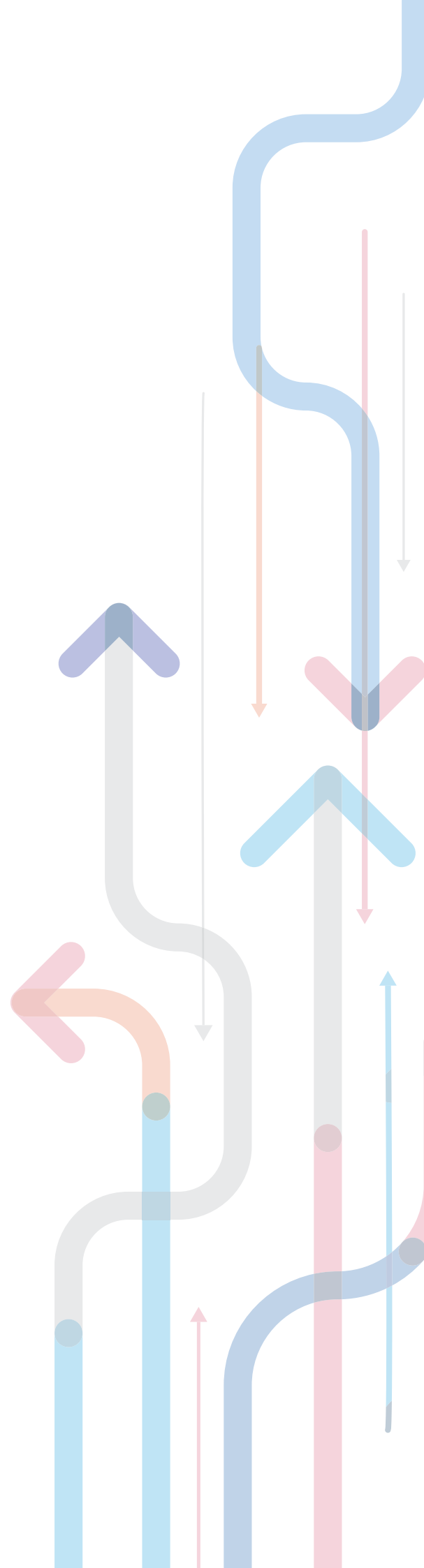
Excellence in Border Guard Leadership



European Joint Master's in Strategic Border Management

Prospectus

Excellence in Border Guard Leadership



OPENING REMARKS

In a world where borders are both bridges and barriers, it is essential to equip our leaders with the knowledge and skills to navigate the complexities of modern border management. The European Joint Master's Programme in Strategic Border Management, organised by Frontex in partnership with leading universities and academies, is a pioneering educational initiative designed to develop the leaders who will shape the future of our borders. This programme is an expression of our commitment to fostering excellence, cooperation and innovation in border management.

The challenges at our borders are numerous, and evolving. From irregular migration to security threats, our leaders must be prepared to address a wide array of issues with agility and foresight. The European Joint Master's Programme offers a unique opportunity to tackle these challenges, exploring new strategies, advanced technologies and innovative solutions. Through rigorous academic coursework and practical training, students will gain invaluable insights and experience, preparing them to lead with confidence in an ever-changing landscape.

Leadership in border management is not merely about enforcing policies; it is also about embodying the values that Europe holds dear. Our leaders must demonstrate that safeguarding our borders goes hand in hand with upholding the dignity and fundamental rights of every

individual we encounter. This programme emphasises the importance of ethical leadership, ensuring that our future leaders are not only skilled in strategy and operations but also deeply committed to fundamental rights and humanitarian principles.

The strength and uniqueness of this programme lies in its collaborative approach. By bringing together experts from diverse fields and countries, we create a rich environment for learning and innovation. Students will benefit from the collective wisdom of their peers and professors, forging connections that will enhance cooperation across Europe's border and coast guard community. This spirit of collaboration is crucial in developing harmonised practices and strategies that are essential for the effective management of our external borders.

As we look to the future, the role of border management will continue to evolve – and with it, the need for visionary leaders. The European Joint Master's Programme in Strategic Border Management is not just an educational journey; it is a call to action and a path for those who aspire to make a difference. I invite you to join this programme, to be part of a community dedicated to excellence, innovation and the protection of our shared values. Together, we will build a safer, more secure and more humane Europe.

Hans Leijtens
Executive Director, Frontex

FRONTEx
www.frontex.europa.eu

Frontex border guard education activities aim to promote a European border guard culture with high standards in fundamental rights, ethics and leadership. The rationale for developing a European joint master's programme lies in Frontex's aim of developing common European learning standards for border guard officers (the common

core curricula), and the need to create frameworks for engaging law enforcement officers in exchange and mobility programmes. This initiative contributes to developing a common culture and approach to European border security, in accordance with Frontex's mandate in the field of border guard training.

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WHY THE EUROPEAN JOINT MASTER'S IN STRATEGIC BORDER MANAGEMENT?

European perspective

The European Joint Master's in Strategic Border Management (EJMSBM) offers a unique opportunity to study in a joint programme that draws its expertise from across the EU, values cooperation between operational and academic approaches, and encourages peer-learning.

The core of the programme's ethos is enhancing interoperability at EU borders and harmonising learning and professional standards whilst respecting diversity, in line with the Bologna process. The master's is inclusive of international expertise for delivery of the programme

and is accessible to all EU organisations with a border guard (BG) function.

The success of this European collaborative programme dedicated to addressing operational challenges within border guard organisations relies on two critical factors: a common curriculum design and joint concept development. By fostering collaboration and aligning curriculum content, the programme aims to enhance professional development. This approach not only improves individual competencies but also provides a cohesive European solution.

Common culture

The programme supports an integrated strategic and intelligence-driven approach to border management, and aims to apply management principles to organisational development. It also promotes European harmonisation and the interoperability of border guard activities by training future leaders in the light of common European learning standards, philosophy, and values.

By focusing on strategic leadership and European cooperation in border management, the EJMSBM

contributes to BG organisations' development as drivers of organisational culture and organisational change. The programme integrates shared EU values and helps border guards at all levels – from front-line operational officers to specialists and managers – collaborate effectively and apply common practices and EU procedures. Ultimately, a common culture makes BG experts more deployable in joint operations.

Developed in cooperation

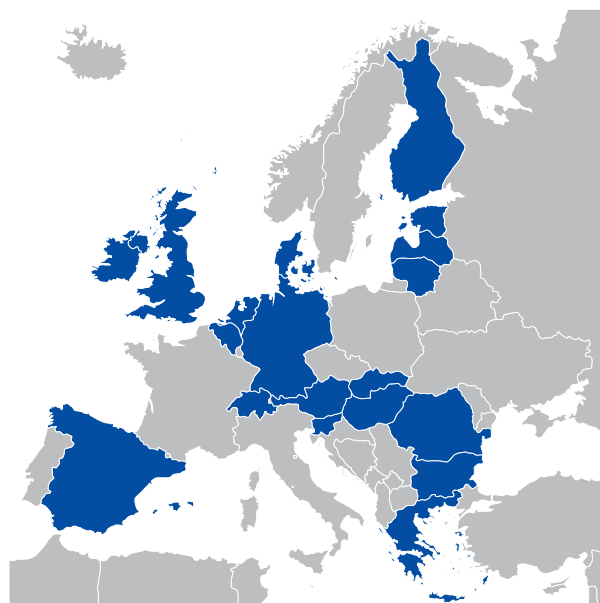
Over 20 Member States, Schengen Associated Countries and partner organisations, under Frontex's leadership, pooled their efforts, knowledge, and experience to develop truly European border guard higher education.

EU, INTERPOL, FRA, EASO, OSCE, DCAF, UNHCR

Austria, Belgium, Bulgaria, Denmark, Estonia, Finland, Greece, Germany, Hungary, Ireland, Latvia, Lithuania, Malta, the Netherlands, Romania, Spain, Slovakia, Slovenia, Switzerland, the UK.

Thanks to their commitment, the European Joint Master's in Strategic Border Management was created as a programme with practical applications for the Member States' and Schengen Associated Countries' border guard organisations, which are the ultimate beneficiary.

Thus far, three cohorts have graduated from the EJMSBM, enhancing interoperability at the EU borders.



WHAT DOES THE EUROPEAN JOINT MASTER'S IN STRATEGIC BORDER MANAGEMENT OFFER?

The programme is student-centred and ensures learning requirements are relevant for operational competence. The EJMSBM provides the opportunity to draw from the best expertise across the EU, valuing academic

cooperation and exchanges between students and professors, as well as development of expertise in the border guard field through joint programme delivery.

Consortium established for academic and professional excellence

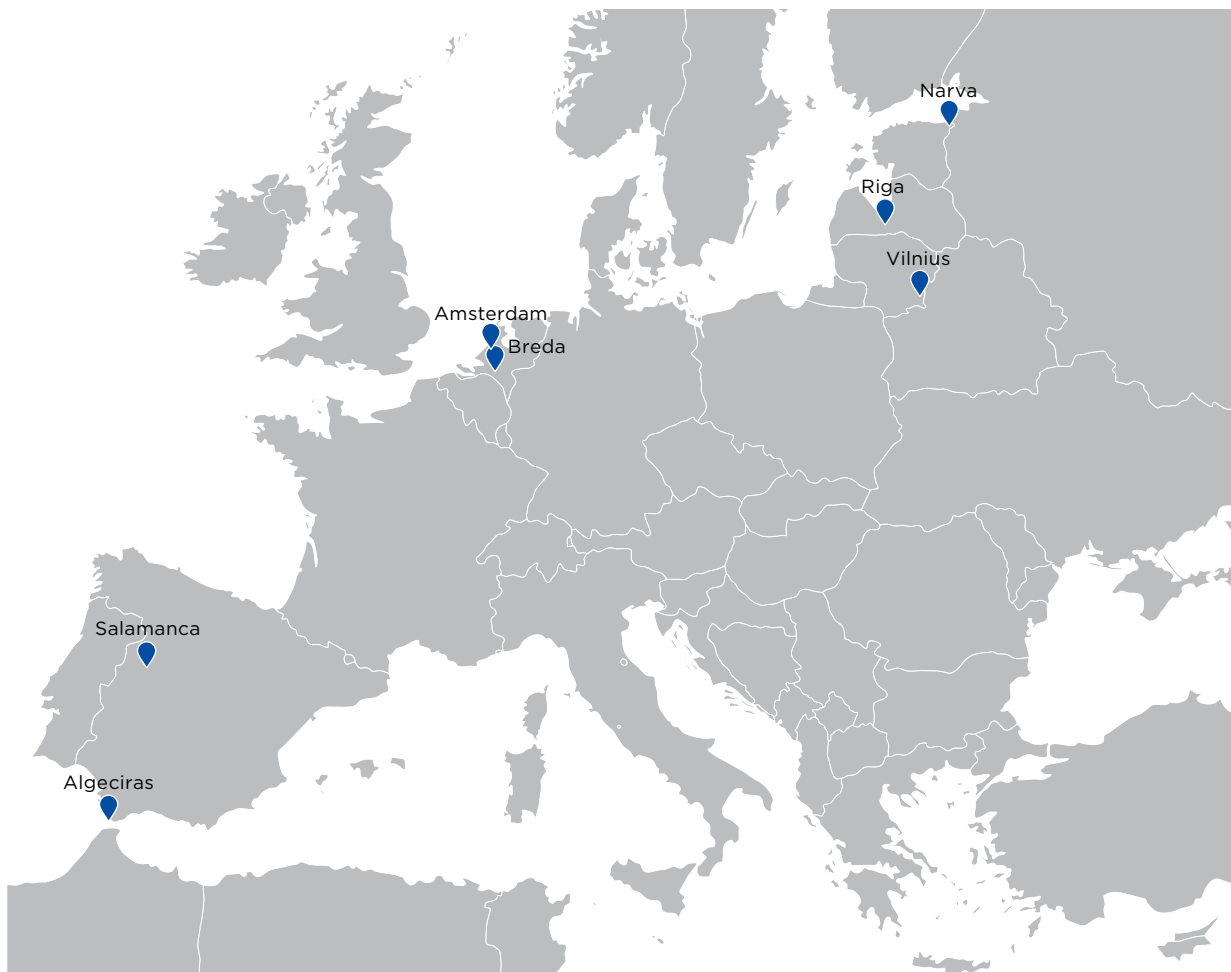
The EJMSBM is financed by Frontex and delivered by a consortium of Europe's leading universities and academies:

- Estonian Academy of Security Sciences, Estonia;
- Rezekne Academy of Technologies, Latvia;
- Mykolas Romeris University, Lithuania, a consortium coordinator;
- Netherlands Defence Academy Faculty of Military Science Royal Netherlands Marechaussee Training and Expertise Centre, the Netherlands;

- University of Salamanca, Spain.

Upon graduation, students are awarded a European Joint Master's in Strategic Border Management, a joint diploma signed by all the academic partners and recognised internationally as a master's degree.

Disclaimer: The following section contains information provided by consortium members; Frontex is not liable for its accuracy.





Estonian Academy of Security Sciences, Estonia



SISEKAITSEAKADEEMIA
Estonian Academy of Security Sciences

The Estonian Academy of Security Sciences (EASS) is an institution of professional higher education under the Ministry of the Interior, providing vocational, professional higher education and Master's studies in the area of internal security. The model applied by EASS, with all specialities of internal security studies at the same higher education institution, is unique in Europe.

The Government of the Republic of Estonia established the Estonian Academy of Internal Security on April 15, 1992. Considering the country's small size, it was decided to expand the academy to cover the education of other internal security specialists and officials. In addition to the specialities of Police Service and Pre-trial Investigation, the new specialities came to include the curricula of Correctional Officer, Rescue Officer, Customs, Defence Service and Border Guard. In 1998, the curriculum of Population Organisation was opened (replaced by the speciality of Administrative Management in the following year) and the Public Administration College was established, including the Customs speciality. In the same year, the Government of Estonia decided to end the instruction of defence force officers, and the institution was renamed the Academy of Security Sciences.

EASS has a strong Alumni Community. The total number of graduates of EASS and the schools joined with it (Police School, Border Guard School and Rescue School) now exceeds 11 000, of which 214 are master's graduates. The most important units of Estonia's internal security structure now rely mainly on these people.

The academic structures of the academy include four colleges, the Internal Security Institute and the Language Centre (LC), all of which report directly to the Rector. The support structure includes the support service departments, the library and the Centre for Continuing Education (CCE). The number of students has remained relatively stable, fluctuating between 900 and 1 000 in the past five years. EASS has 97 academic staff members, 14 researchers and 160 administrative staff members. In addition, it engages 350 visiting lecturers.

The EASS Internal Security Institute (ISI) provides internal security-related Master's programmes with micro-credentials on the national and European level, as well as working on research and projects in the field of internal security. In 2022, ISI established the Research Centre, which integrates various areas of internal security research for science-based support in the field; studies important issues of internal security, international trends and their impact on Estonia; conducts joint research with other structural units, universities, and research institutions; and presents research results in the Academy's and international scientific journals.

The focus of research is crises and resilience; hybrid threats and strategic communication; cyberspace, e-governance, and mass data; cybersecurity; terrorism and radicalisation; civil protection; the impact of organised crime (including financial crime and money laundering); security and safety of the Baltic States; impact of threats from Russia on safety and security; impact of threats from China on safety and security; integrated border management and security in Europe; studies on administrative and criminal law; and migration studies.

In 2019, EASS inaugurated a state-of-the-art study building, equipped with cutting-edge technology and facilities tailored for instruction on internal security.

The building features classrooms, administrative offices, specialised rooms for practical instruction, virtual simulation equipment, fire safety labs, prison simulation environments, sports halls, indoor and virtual shooting ranges, and more.

The EASS library offers a wide selection of scientific literature in the field of internal security. There are about 50 000 books in total, together with other materials (journals, theses, audio recordings etc.), for a total of about 58 000 items. The availability of our materials can be viewed in the online catalogue ESTER. E-books have also been added to the collection.





Rezekne Academy of Technologies, Latvia



Rezekne Academy of Technologies (RTA) was established based on branches of the University of Latvia and Riga Technical University. The RTA is a state-founded higher education and science institution that implements study programmes as well as engaging in scientific research and artistic creative work. The principles of RTA are as follows:

- Freedom of academic and scientific work for the faculty and students.
- Free choice of study programmes, teaching methods and themes of scientific research.
- Expression (publishing) of scientific standpoints and research results without censorship, provided this liberty does not contradict the norms of morality, rights of other persons or the laws of Latvia.

The RTA's aims are to provide academic and professional higher education in compliance with Latvia's level of scientific development and its cultural traditions, and to be competitive in the European education space; to develop culture, science and education in the Latgale region and thus in the whole of Latvia. The RTA's main tasks include ensuring unity of studies and research, as well as opportunities to gain knowledge, academic education and professional skills, academic degrees, and professional qualification in the spheres of social life, economy, culture, state administration and other spheres of professional activities. The RTA has a large and modern library and reading room, which is open to students and teaching staff.

The RTA also collaborates with other educational and scientific research institutions as well as with foreign universities. It encourages further education while considering the development of the science and cultural traditions of Latvia.



Mykolas Romeris University, Lithuania



**Mykolas Romeris
University**

Mykolas Romeris University (MRU), established in 2004, is a state university named after the pioneer of Lithuanian constitutional law, Professor Mykolas Romeris (1880–1945). The predecessors of MRU were the Lithuanian Police Academy (1990–1997), the Law Academy of Lithuania (1997–2000) and the Law University of Lithuania (2000–2004). MRU's mission is to strengthen the democratic state of Lithuania, to promote the harmonious progress of society based on innovative science, to develop free, creative, responsible, critically minded and lifelong-learning-oriented personalities, and to open paths to personal and professional success for each member of the community. MRU operates in Vilnius, Kaunas, Utena and Marijampolė. It is an international university, located in northern Europe at the external border of the EU with Russia and Belarus.

MRU focuses on social sciences, humanities, and interdisciplinary research on social innovations for global growth. The university conducts studies in 18 fields, including communication, economics, education, finance, computer science, law, management, business, human resource management, pedagogy, philology, psychology, political science, social work, translation studies, public

administration, and public security. It is the Lithuania's largest social sciences university. MRU's five faculties offer over 20 Bachelor and over 40 Master's programmes, including 10 joint or double degree programmes. Doctoral and post-doctoral degrees are awarded in 6 areas: law, education, psychology, economics, management, and philology. The study programmes are continuously renewed and updated, responding to the needs of society and providing students with knowledge and skills necessary to build a successful career. MRU was the first in Lithuania to implement joint programmes with European universities in 2008, and in 2020 it became the first university in Lithuania to coordinate the Erasmus Mundus joint programme.

MRU cooperates closely with over 500 universities, public and private institutions, and takes part in academic, professional, and inter-sectoral networks. The Academy of Public Security at MRU has a number of affiliations to societal partners in the field of border guard education. MRU employs around 400 staff members and enrolls about 7 000 students, including 750 international degree-seeking and exchange students from over 60 countries. Exchange networks and EU, national and international programmes, including Erasmus+, H2020, NordPlus, COST are key factors for internationalisation, complemented by several joint and double degree programmes, English-taught programmes and courses for degree and credit mobility students at MRU.

MRU and its academic departments are actively involved in more than 20 international academic organisations and networks, such as: the Francophone Universities Agency (AUF); the Forum of Presidents of Asian Universities (AUPF); the European Network for Academic Integrity (ENAI); the United Nations initiative “The Academic Influence of the United Nations” (UNAI); the European Observatory for Sport and Employment (EOSE); the European University Association (EUA); the International Association of Universities (IAU); the Association of Rectors of European Women’s Universities (EWORA), etc. The Vilnius King Sejong Institute operating at MRU was recognised as one of the best institutes in the European, Middle East and Africa region in 2018 and in 2021. MRU joined the European University Initiative – the European Alliance of Reform Universities (ERUA) in 2023.

The MRU Library is a physical and virtual space of studies and scientific communication ensuring free access to traditional resources and the latest sources of electronic scientific information. Library resources are formed in

a targeted way, considering MRU study fields and its programmes, fields of scientific research and the needs of the academic community: the latest scientific literature is purchased, and most important databases are subscribed. The Library’s collection of printed publications consists of 190 200 copies (59 067 titles), and around 2 000 items are added annually. The MRU Virtual Library is an integrated set of information search tools. Library services are offered 24/7 as and when required, using modern information technologies. . The acquisition of electronic resources remains a priority of the Library. Most of the Library’s electronic resources can be accessed through the local area network, and members of the MRU academic community have remote access to subscription-based library resources.

MRU publishes around 400 peer-reviewed scientific papers annually, implements significant international and national study and research projects (an average of 83 projects per year), and provides over 50 contracted services annually.





Netherlands Defence Academy Faculty of Military Science Royal Netherlands Marechaussee Training and Expertise Centre, the Netherlands



The Netherlands Defence Academy (NLDA) provides the defence organisation's initial officer training, higher career education and Human Resources Management (HRM) courses. With its integrated programme of military training, personal development and academic education, the NLDA makes an important contribution to professional leadership.

The Faculty of Military Sciences (FMS) is, within the initial military academic programmes, primarily responsible for the academic education and personal development at bachelor's and master's level of candidate officers of the Dutch armed forces. In close cooperation and aligned with the officers' education programmes at the Royal Naval Institute and the Royal Military Academy, the FMS aims to contribute to the preparation of cadets and midshipmen to fulfil their duties, specifically during operations.

The FMS offers the following academic bachelor's degree programmes:

- War studies (WS), location Breda,
- Military management studies (MMS), location Breda,
- Military systems and technology (MS&T), location Den Helder.

Furthermore, in February 2013 the FMS began offering academic master's programmes:

- Military Strategic Studies (MA) and Compliance and Integrity in Military Trade (MSc) in Breda,
- Military Technology Processes and Systems (MSc) in Den Helder.

Academic education cannot exist without independent academic research, which at the FMS is relevant to the defence organisation and contributes to improving military operations. The researchers at the NLDA focus their studies primarily on disciplines relevant to the military, such as strategy, command and control in military operations; law and ethics; military organisations; and military logistic and technological issues. Much of this research is conducted in close collaboration with civilian universities.

Research is conducted within three Research Centres of the FMS: War Studies, Military Management Studies and Military Technology. Recently the FMS also started to exploit the Data Science Centre of Excellence for the Ministry of Defence in the Netherlands, conducting research on Data, Artificial Intelligence and Cyber.



University of Salamanca, Spain



**VNIVERSIDAD
D SALAMANCA**

The University of Salamanca (USAL) was founded in 1218 by Alphonse IX of León and is considered the oldest of existing Ibero-American universities. In 1255, Pope Alexander IV granted the institution the condition of Estudio General, like those in Paris, Bologna, Cambridge and Oxford, confirming the right of its graduates to teach throughout the Christian world. USAL has nine teaching and administrative campuses in Avila, Zamora, Béjar and Salamanca.

70 bachelor's degrees, 79 master's and 37 PhD programmes with 30 000 students registered. The academic areas are: art and humanities, science, social and legal sciences, health sciences, engineering and architecture.

USAL is outstanding for the quality of its library network, which offers 5 379 reading places in its libraries, occupies the eighth place in the Library Quality Ranking with more than 1 million books, and is in sixth place for journals and periodicals holdings. In the Library Quality Ranking (including penetration of the new technologies, infrastructures and resources offered), it occupied the fifth place among Spanish public universities. Also, with 1137 places offered in residence halls, it occupies the fourth position in Spanish public universities as regards student accommodation. USAL has always been known for its ability to attract students from outside its local

area. After Lleida, it is the second university in Spain by number of students from outside its local sphere of influence: 40% of new students were born outside the region of Castile-Leon.

Among doctoral students, 14% are from Europe and 35% from other countries, especially Ibero-America. USAL is the ninth European university by number of Erasmus+ students received, and fifth amongst Spanish universities. USAL is a member of the European Campus of City-Universities (EC2U), established in 2020 to create a pan-European university campus within the framework of the European Universities Initiative. USAL has long experience in European studies, offering a master's degree in the field, and many Jean Monnet initiatives have been awarded by the European Commission to USAL academics.

The University of Salamanca and the Learning and Development Division of the National Police Force have been collaborating for 25 years. A university master's degree has led nearly 200 graduates to the rank of inspector. USAL lecturers teach subjects including: criminal, procedural, administrative and constitutional law; legal medicine; social psychology (management of human resources and strategic planning and management of the service); methodology; computing; and English. The National Police Academy (Ávila) is a centre associated with USAL, whose bachelor's and master's programmes were officially accredited in Spain in 2022. The bachelor's degree allows holders to receive the rank of sub-inspector of the National Police Force. USAL's long-running collaboration with the National Police provides a strong foundation for the joint master's degree.

Distinct student experience

The European Joint Master's in Strategic Border Management offers students unparalleled opportunities to access top-tier resources, connect with peers across Europe and earn a truly European degree.

The consortium provides inspiring study locations and first-class academic facilities. Students benefit from the extensive resources of various institutions and the European network of alumni.

The instructors are academics and experienced operational officers from across the EU who have an

outstanding ability to transfer their knowledge, skills, and competences to the students in an interactive and applied manner.

The flexible learning paradigm employs a blended learning approach, including e-learning solutions. This enables busy officers to access the programme while staying connected to their operational duties as well as to their study group.

The joint programme fosters exciting networking opportunities.

Student experiences

- "Encouraged to think out of the box."
- "Excellent teachers, good teaching methods."
- "Really applicable material for practical and strategic use."
- "Technical and logistical support was excellent."
- "Very good mix between lectures and workshops."
- "Teachers gave feedback on time and encouraged us to express our opinions."
- "All topics were well explained and I learned a lot of interesting things that will be useful for my professional activity."
- "All classes were excellently prepared and held by distinguished professionals; it was truly rewarding to be able to listen to some of the speakers. I most appreciated the opportunity to better structure and expand my knowledge of the area."

Student support

The consortium is committed to providing a supportive and positive environment for all students. However, there might be times in everybody's life when things do not go as well as you wish. In times like these, there is a comprehensive support available to help with various challenges.

Module conveners, mentors, national programme coordinators and programme administrators are available to:

- provide general academic advice in case of concerns about academic ability/study problems;
- give help and advice on non-academic matters and refer you for further assistance, if required;

- assist you with the orientation in the programme;
- offer support on questions related to finance, travel and accommodation.

Students have direct contact with the programme administrator, an MRU representative, as well as with national programme coordinators, who are responsible for the administration of the programme and will provide guidance to students from the submission of their application right through to the graduation stage.

In addition to the programme administrator, students can also contact their mentor, module convener or national programme coordinator in case of any questions or concerns.

Student mobility and finances

All costs related to the mobility periods, which are an essential and compulsory element of this programme, including enrolment fees, travel expenses (including local

travel), accommodation and meals are covered by grant allocated to the consortium by Frontex.

WHAT WILL YOU STUDY DURING THE EUROPEAN JOINT MASTER'S IN STRATEGIC BORDER MANAGEMENT?

Opening ceremony and orientation

The opening ceremony and the orientation programme provide the opportunity for you to prepare for the academic, social, and personal aspects of the programme. During the opening ceremony and the orientation session, the students are welcomed and provided with the first opportunity to get acquainted with other students, the faculty, and representatives of the programme. You will also receive all the necessary information about the programme.

At the opening ceremony and orientation, you will:

- meet with a programme manager and programme administrator; the chairs of the Governing Board, Programme Board, Board of Examiners, and Quality Assurance Committee; Module convenors; mentors; programme national coordinators; external examiners; and alumni;
- learn about the consortium partners;
- become familiar with the programme regulations and quality assurance system;
- orientate yourself to all student support services and resources;
- become familiar with programme schedule of, teaching, learning and assessment strategy as well as the international mobility scheme.

Programme

The duration of the European Joint Master's in Strategic Border Management programme is 18 months (not including summer and winter season breaks). The programme constitutes 90 European Credit Transfer and Accumulation System (ECTS) credits, where one ECTS credit reflects 28 hours of student learning activity directly related to the programme outcomes.

The programme is delivered over three stages. Each stage represents one semester of full-time study, carrying 30 ECTS credits.

Stages 1 and 2 contain the taught component of the programme and comprise a total of 10 modules. Each module comprises a contact period of 1 week (modules 1 to 8) or 2 weeks (modules 9 and 10), delivered by an institution from the consortium. Five out of 10 contact

sessions are conducted in person, and five are delivered online. To ensure that students entering this phase of the programme are all at the same level, students are requested to read the preparatory material listed in the description of each module. The programme also incorporates an experiential learning element which is applied in the operational context and takes place after intensive contact sessions.

The dissertation, which is planned during stage 3, is meant to be the keystone experience which requires students to synthesise the depth of learning from the programme.

Upon graduation, the students are awarded the diploma of the European Joint Master's in Strategic Border Management that is signed by all the academic partners and recognised internationally as a master's degree.

Stage 1

Stage 1 comprises six modules:

- Strategy, planning and evaluation in border guarding (5 ECTS credits)
- Fundamental rights and ethics in European border security management (5 credits)
- Leadership and organisational development in border management (5 credits)
- EU borders policy and strategies (5 credits)
- Innovation and technology in border security (5 credits)
- Researching management practices in border security (5 credits)

Module 1: Strategy, planning and evaluation in border guarding

Strategy, planning and evaluation in border guarding is designed to develop strategic thinking skills in order to implement and evaluate plans at EU and regional level. As a foundation to the subsequent modules of the master's, this module aims to develop border guarding strategies and implementation plans, evaluate the effectiveness of

strategic plans and review them in the context of national and EU requirements. The operational and tactical experience of students combined with competences developed during the formal learning will contribute to the development of strategies and implementation plans.

Module 2: Fundamental rights and ethics in European border security management

This module is designed to develop skills in respecting, promoting, fulfilling and integration of fundamental rights and ethics when making strategic decisions and considering their implications in border management at a leadership level. This is one of the foundation modules for the entire programme. It will build on the knowledge and skills acquired from module 1, "Strategy, planning and evaluation" and set the basis for the subsequent modules.

Fundamental rights and ethics are integral to every aspect of border guarding learning and practice. The student will obtain knowledge of fundamental rights and ethics as reflected in the legal framework and case law. The module will enable students to make strategic decisions and to review current institutional structures and policies in a manner that is respectful of fundamental rights and ethics.

Module 3: Leadership and organisational development in border management

Module 3 focuses on the enhancement and further development of leadership and organisational competencies to introduce change management procedures, promote fundamental rights and implement strategic planning.

changes (leadership); and all border guard professionals have to be ready to accept and implement organisational changes. This module provides theoretical and practical frameworks with the aim of equipping students for their role as change agents.

Border guard organisations have to be able to adjust their own organisational structures, procedures and practices (organisational development); border guard managers have to manage and lead organisational

All border guard organisations must be responsive to the common EU frameworks, policies, strategies and standards, and also to the operational challenges they face in daily work.

Module 4: EU borders policy and strategies

Building on the preceding modules, EU borders policies and strategies takes the broad European perspective. This module is designed to engage students in EU border security policies, strategies and safety procedures, including resource management and strategic integration of fundamental rights. It will enable their organisations to be responsive to the common EU frameworks, policies,

strategies and standards, and also to the operational challenges they face in their daily work. The module provides theoretical and practical frameworks with the aim of equipping students with competencies in their application to a broad range of concepts and tools to implement, review and improve EU strategies.

Module 5: Innovation and technology in border security

Innovation and technology are designed to build on the "Strategy, planning and evaluation in border guarding" and "Fundamental rights and ethics" modules by delivering theoretical and practical elements required for strategically managing technological solutions within the domain of international border control and the European

and national contexts. It addresses all standards on legal and fundamental rights relating to the use of technology in border management. It also builds awareness of the emerging trends in technology and skills which can deliver the greatest benefits when integrated into their current solutions.

Module 6: Researching management practices in border security

Researching management practices in border security is the keystone module of Stage 1. This research model brings together the academic principles of the programme. It is designed to develop skills in applying

scientific methodologies and evaluation skills to the knowledge from previous modules. It is also linked to and is developed further in Module 10 — Integrated research practices.

Stage 2

Stage 2 comprises four modules as follows:

- The global context of European border security (5 ECTS)
- Strategic risk and threat management for European border security (5 ECTS)
- Cooperation in strategic border management (10 ECTS)
- Researching integrated practices in border management (10 ECTS)

Module 7: The global context of European border security

The global context of European border security takes a broad perspective on global events that impact border security. The focus of this module is on the implications of global international relations, politics and security issues related to the security of the EU, and more specifically on the security of its borders. The module is designed to equip students with knowledge that will help the border

manager reflect on these issues and take decisions in order to prioritise the constantly changing dynamics and needs of EU borders. In this way it consolidates the knowledge from the modules in Stage 1. In particular, “Strategy, planning and evaluation in border guarding”, “Fundamental rights and ethics” and “Leadership and organisational development in border management”.

Module 8: Strategic risk and threat management for European border security

This module will draw on and strengthen the learning from Module 1, “Strategy, planning and evaluation”; Module 6, “Researching management practices in border security”; and Module 7, “The global context of European border security”, and from experiential learning to identify risks

and develop risk management tools and strategies. It is designed to develop knowledge and skills in intelligence-driven risk and threat analysis and evaluation and review of strategic plans in relation to strategic risk management.

Module 9: Cooperation in strategic border management

Module 9 is designed to strengthen and facilitate the decision-making processes in an international context. It delivers theoretical and best practice knowledge and

skills to enable more effective cooperation among all key actors, Member States, Schengen Associated Countries and their agencies, institutions and other bodies.

Module 10: Researching integrated practices in border management

Researching integrated practices in border management is the keystone module, designed to provide an opportunity for students to integrate the learning attained in the preceding modules. This module is designed to develop knowledge and skills in qualitative methods of inquiry such as analysing national and global trends, or defining risks and possible challenges for a border management organisation in relation to the constantly changing external context. It will enable students to select cost effective methodologies and analyse data in order to identify national and global trends or to define risks and challenges. It also prepares students to conduct a review

and case study research into an operationally relevant subject, and to develop a detailed research design report.

Collectively, these ten modules will enable border guard organisations to be responsive to the common EU frameworks, policies, strategies and standards, and to the operational challenges they face. They will enhance interoperability at EU borders and harmonisation of professional standards whilst promoting respect for diversity of Member States’ and Schengen Associated Countries’ border guard organisations.

Stage 3

Stage 3 — Dissertation

This stage provides students an opportunity to demonstrate their ability to work independently on a well-defined problem in a coherent, well-organised and critical manner.

The dissertation themes are drawn from the topics proposed by the Member States/Schengen Associated Countries to fill the gaps in research areas and innovation in strategic border management.

The purpose of a dissertation is to develop the ability to draw on literature in the discipline to synthesise a

research topic and/or to select, interpret and apply a methodologically sound research approach. The completion of the dissertation will enhance students' ability to reflect on their own and their organisation's practice with reference to international research in the area. Students will develop critical awareness of previous work in their chosen field and contribute to knowledge by exploring or modifying some additional areas. They will be able to present and critique their work in a clear, structured style, using logical argument.

HOW CAN YOU APPLY FOR THE EUROPEAN JOINT MASTER'S IN STRATEGIC BORDER MANAGEMENT?

Prospective students

Students come from national border guard organisations. The entry requirements include specific prior experience as a border guard officer (working in a border guard function), with management/command experience in an operational field and English proficiency.

It is estimated that around 30 (+/- 10%) students will participate in each iteration. Officers shall have a proven ascending career development, an interest in self-improvement and high professional performance. It is important that the future student holds a key position in the organisation, which will enable them to apply

and multiply within their organisation the skills and competences acquired in the programme.

The decision to apply should be thoroughly assessed and determined by the sending border guard organisation. Consequently, it is expected that the sending organisations will support students' learning throughout the programme, especially as the study period will be very intense, requiring a number of individual and group assignments as well as constant engagement in the learning process.

Admissions

Access to the programme is channelled via the national Frontex point of contact in each Member State/Schengen Associated Country.

Candidates nominated by Member States/Schengen Associated Countries, are screened by an Admissions Panel that assesses whether they meet the entry requirements. The final decision on appointing a candidate belongs to the sending border guard organisation.

The master's programme is open to applicants who are nominated by a national border guarding agency of their country, and fulfil the following requirements:

- hold a 1st cycle qualification comprising at least 180 ECTS credits (bachelor's degree or equivalent — European Qualifications Framework (EQF) Level 6) in an area that is related to the subject of the master's

degree, such as law, business administration, public administration, border policing, policing, criminology, military sciences, security sciences, sociology, psychology, political sciences or risk and security management;

- if the applicant obtained their bachelor's degree in a different subject area, the Admissions Panel decides whether the applicant has the prerequisite learning for the master's programme, taking into consideration their overall professional experience;
- have at least three years' managerial and/or command experience in an operational border guard function;
- provide evidence of proficiency in English at B2 level as defined in the Common European Framework of Reference for Languages (CEFR);
- be a citizen of an EU Member State or Schengen Associated Country.

Application

The application form must be completed in English, signed, and submitted through the national Frontex point of contact to Frontex, and include:

- signed declaration from the sending border guard organisation that the student's workload is decreased to facilitate participation;
- copy of national ID or passport;
- a first-cycle bachelor's degree final diploma, together with the complete diploma supplement (certified English copy) or an equivalent qualification, or any higher academic degree in a relevant subject area;
- if the name on the diploma is different, a certified copy of a certificate that proves that the candidate changed their name;
- Europass CV;
- letter from the employer that states the positions and length of service in each position held by the candidate;
- certificate or any other proof of English language proficiency;
- one recent photo in an electronic format (jpg);
- recognised chronic/temporary disabilities certificate (if applicable);
- signed declaration on Intellectual Property Rights which indicates that all industrial and intellectual property rights to all works and materials created or developed for the purposes of the Degree Programme belong exclusively to Frontex;
- signed Privacy Statement which indicates that candidate:
 - a. has read the MRU Privacy Policy and understands that his/her information might be shared with other institutions while MRU processes the academic recognition of his/her qualification;
 - b. is aware that submission of false documents will influence consideration of academic recognition of his/her qualification and the institution will be informed of the submission;
 - c. has read the MRU Application Procedure and understands that his/her legally consigned and collected personal data will be managed by MRU for administration and other purposes related to assurance of his/her study process.

Following the receipt of the applications, candidates will undergo a rigorous screening in light of the admissions criteria.

Further information

For further information please contact: ejmsbm@frontex.europa.eu

