

Issue IV

December 2021

Summary:

- Activities performed
- Research within the project

Moldova Higher Education
Leadership and Management



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Newsletter



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Authorization of the study programme „Leadership and Management”

During the months of January-March 2021, the self-evaluation report was written by the members of the MHELM team. In March 2021, the application for external evaluation of the quality of the study programme was submitted to the National Agency for Quality Assurance in Education and Research (ANACEC), following the evaluation procedure. On May 18, 2021, the evaluation team of ANACEC conducted a virtual site visit to TUM in order to do interviews with the parties involved in ensuring the training programme „Leadership and Management”.

Following the external evaluation procedure, in May-June the ANACEC team of evaluators drafted the external evaluation report, the results of which were presented to the ANACEC Profile Committee, and subsequently in the meeting of the ANACEC Governing Board, which decided, according to the decision no. 48 of June 25, to authorize the continuing training programme „Leadership and Management”.

On July 19, the Ministry of Education, Culture and Research authorized, by order no. 959, continuing training programme „Leadership and Management”. The authorization issued by the MECR is the last step in the process of authorizing the study programme. The authorization is valid for 6 months, during which the University Consortium will launch the accreditation procedure for the training programme.

Completion of the piloting phase of the training programme „Leadership and management”

On June 23-25, 2021, the final assessment of the trainees took place during the piloting of the training programme „Leadership and management”.

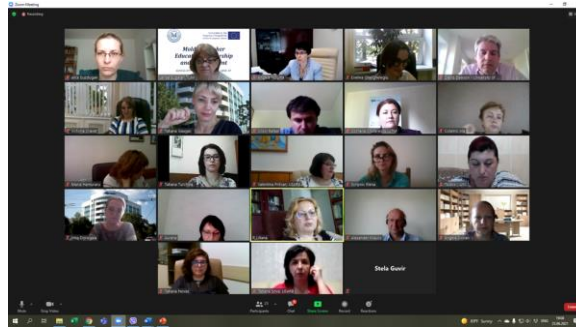
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The purpose of the piloting was for the project members to attend the training programme as trainees. The piloting took place between January and June 2021: the first module - January - February 2021, the second module - March-April 2021, the third module - April - May 2021 and the fourth - May - June 2021. Following the curriculum of the study programme, the training ended with the final assessment (Module V), which consisted of the presentation of individual projects, which were developed either individually or in teams.

On June 23-25, 11 projects were presented and assessed by an assessment committee, as follows:

- Otilia Dandara and Mihaela Balmuş, SUM – The strategy of switching from part-time to distance learning;
- Larisa Bugaian and Daniela Pojar, TUM – University financial management based on Cost Centers (TUM case study);
- Aurelia Litvin and Elena Scripnic, SAUM – The draft of the Strategic Development Plan of the State Agrarian University of Moldova for the years 2021-2025;
- Irina Todos and Liudmila Roşca-Sadurschi, SUC – Structural reorganization, as a result of change at all managerial levels;
- Angela NICULIŢA, Maria Hămuraru and Tatiana Turchina, SUM – Internationalization strategy of the State University of Moldova for the period 2021-2026,
- Ala Cotelnic and Irina Dorogaia, AESM – Applying the EFQM model in higher education institutions (case study: AESM),



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- Dionisie Boaghie and Grigore Baltag, SAUM – Regulation on the organization and operation of the SAUM research and innovation incubator,
- Valentina Prițcan and Tatiana Șova, SUARB – Gradual evaluation of the implementation of the Internationalization Strategy of the State University „Alecu Russo” of Balti;
- Angela Solcan and Tatiana Gaugaș, AESM – Quality management of educational services in the marketing activity of the university;
- Rafael Ciloci and Cornelia Crucerescu, TUM – The Mckinsey 7S Framework for the development of international relations at FEIB,
- Victoria Craveț, Tatiana Novac and Evelina Gherghelegiu, SUMPB – The restructuring experience of the Science Department and the establishment of the Research Institute in Medicine and Health through the prism of Change Management (case study of the State University of Medicine and Pharmacy „Nicolae Testemitanu”).



At the end, the projects were assessed, and the participants, following the graduation of the „Leadership and Management” continuing training course, obtained graduation certificates and will be involved in the future in the training courses of university managers within their own institutions.

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Sessions to promote the „Leadership and Management” programme within the partner institutions

During September-October 2021, Mrs. Larisa BUGAIAN had several visits to the partner universities, in order to coordinate the project activities and discuss the candidates-representatives of the partner universities, who will participate in the first



training session within the „Leadership and Management” programme. Following the discussions, the rectors of the partner institutions submitted the candidacies that will be part of the

first group of trainees within the training programme.

Initiation of the first training session within the „Leadership and Management” programme for university managers

On October 6, 2021, the first group of university managers began training in the



„Leadership and Management” training programme. The first group consists of 52 people, as follows: TUM - 9, AESM - 8, SUMP - 7,

SAUM - 7, SUM - 7, SUCahul - 7 and SUARB -7.

During the launch, Mrs. Larisa Bugaian, project coordinator, welcomed the participants and presented the objectives and structure of the training programme. Mrs. Nadeja Velişco, Head of the Higher Education Policy Department, mentioned the importance of leadership and management training for the higher education system. Mr. Rodion Ciupercă, Head of the

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Continuing Education Department of TUM greeted the participants and presented the activities carried out by the Department within TUM.

Following the event, Mrs. Otilia Dandara, SUM, presented the structure of the first training module and the list of topics for the individual works of the trainees.

Round table „Evolution of the university management”

On October 13, the members of the MHELM consortium met on the ZOOM platform to discuss the evolution of the university management.

Mrs. Otilia Dandara, SUM, moderated the meeting, and Mrs. Viorelia Moldovan-Batrînac and Mr. Valeriu Cabac, who have extensive experience in higher education, including university management and educational policies, were special guests.



The topics discussed focused on aspects such as: the phases of the evolution of university management and their impact on the university career of the participants; university management before and after 2005; the principles of university management and the managerial methods used before and after 2005; how prepared the Republic of Moldova was for a new concept implemented in 2005 in the field of education; the strengths and weaknesses of the current university management; the profile of an efficient university manager: rector, vice-rector, dean, head of department; the optimal structure of the university management team.

Participants concluded that the field of Moldovan higher education is constantly evolving, and university managers should be aware of all changes in the European Higher

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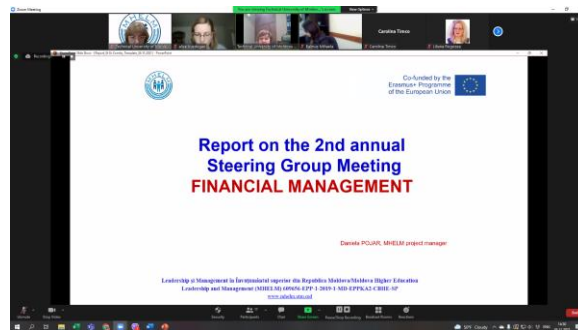
Education Area in order to take full advantage of the opportunities offered.

„Leadership and Management LAB” MHELM



Work package 2.1 also provides the technical endowment in order to achieve and ensure the sustainability of the MHELM project. Between July and December 2021, seven laboratories were arranged and endowed with modern equipment, one at each of the partner universities, which will be used in the continuous training of managerial staff through the continuous training program „Leadership and Management”.

The totals of two years of activity of the MHELM project



On November 26, 2021, the members of the project consortium met to discuss the progress made within the project during 2 years since its beginning, as well as how to carry out activities in the future. In the opening part of the meeting, Mrs. Larisa Bugaian, the project coordinator, made a summary of the activities, which took place under pandemic conditions, mentioning the challenges imposed by it. Following the meeting, Mrs. Tatiana Turchin, SUM, Ala Cotelnic, AESM, Evelina Gherghelegiu, SUMP, Elena Scripnic, SAUM, Valentina Prițcan, SUARB and Irina Todos, SUCahul, presented the activities carried out by the partner universities. The meeting continued with discussions on the development of activities under the work package 2.3, which refers to the

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training of institutional managers within the partner universities, and involves several training sessions during the 2nd year of project activity. The partners discussed the training schedule, how it will be conducted, and David Dowson, UoG, commented on the final assessment methods. Alice Buzdugan, ISOP, spoke about quality assurance in the project, Carolina Timco, TUM, about the dissemination within the project, Larisa Bugaian, TUM, Daniela Pojar, TUM and Gideon Capie, UoG about ensuring the project management.

At the end, the key moments of year 2 of activity were summarized, it was decided to request the extension of the project development period and the date of the next meeting of the consortium.

Training through the „Leadership and Management” programme included in the Activity Plan of the MER for 2022

On December 30, 2021 by order of the Minister of Education and Research no. 1718, the activity plan of the Ministry of Education and Research for 2022 was approved. According to this plan, at objective no. 5: „Ensuring quality training for teachers and managers, by creating a national center for education and leadership and modernizing the processes of initial and continuing training of teachers and managers, to meet the real needs of professional growth and career advancement” states activity 1.4.5.3, with the following obligation „Implementation of a training programme for the development of higher education management, focused on governance, strategic planning and management”, which provides for the training of at least 200 HEI leaders through the „Leadership and Management” programme.

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L. Bugaian. Managers and leaders: are they different?

At the 3rd International Economic Conference „Competitiveness and Sustainable Development in the Context of European Integration”, organized online by the Faculty of Economic Engineering and Business of TUM in partnership with the National Institute for Economic Research on November 4 and 5, 2021, Mrs. Bugaian L. presented the results of the research - *Managers and leaders: are they different?*, developed within the project. The author asked - if a good manager is automatically a good leader, what would be the difference between leadership and management. The paper presented summarizes the general findings on the terms „leader” and „manager” based on several recognized works in the field, identifies the most common points, as well as the differences between these two terms.

A. Cotelnic. and I. Dorogaia. Applying the EFQM model of excellence to higher education institutions (based on the AESM example)

At the International Scientific Conference „30 Years of Economic Reforms in the Republic of Moldova: Economic Progress through Innovation and Competitiveness” held at AESM on September 24-25, 2021, Mrs. Dorogaia Irina and Mrs. Cotelnic Ala presented the results of the research conducted within the project, which aimed to study the theoretical aspects of the EFQM model, based on previous research done by scientists in the field, as well as the application of this model for the self-evaluation of quality of processes at AESM. The authors presented the methodology for applying the model within AESM.

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A. Cotelnic and I. Dorogaia. Modern models of quality evaluation in higher education.

During the Scientific-Practical Symposium dedicated to World Quality Day, which took place on November 11, 2021, Mrs. Dorogaia Irina and Mrs. Cotelnic Ala discussed some models of quality evaluation in higher education based on customer orientation and determination of stakeholder satisfaction. The authors conducted a study of various models of quality evaluation in higher education, which includes both the theoretical approach to the importance of quality in higher education and the highlighting of the EFQM model and its application at the Academy of Economic Studies, focusing on recommendations which result from the EFQM analysis.

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Further information about the project activities can be found on the official website of the project

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as well as on the project pages of the partner universities:

- <https://ase.md/proiecte-internationale/mhelm.html>
- <https://proiecte.usch.md/despre-proiect/>
- <https://www.uasm.md/en/mhelm>
- <https://usarb.md/mhelm/>
- <https://usmf.md/ro/relatii-externe/proiecte/lidershipul-si-managementul-invatamantului-superior-din-moldova-mhelm>
- http://international.usm.md/?page_id=525

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