

# Issue I

August 2020

## In the issue:

- About the project
- Project partner
- Main outputs
- Activities

Moldova Higher Education  
Leadership and Management

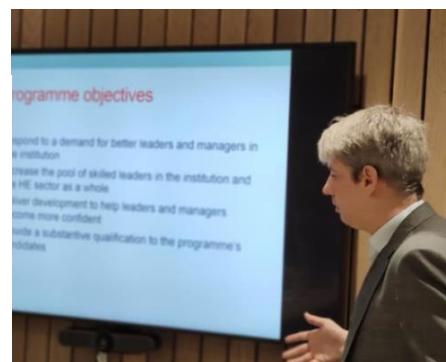


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# Newsletter

*Welcome to the MHELM project's first newsletter*



<https://mhelm.utm.md>

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## PROJECT IDENTIFICATION

Name: Moldova Higher Education Leadership and Management

Acronym: MHELM

Type of the project: national, structural

Project Code: 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP

Budget: 844.453,00 euro

## WHY MHELM PROJECT?

The project was designed to contribute to meet the national priority of the Republic of Moldova: to reinforce the 'Governance, strategic planning and management of higher education institutions'.

Based on research conducted over 20 years in Australia, Canada, France, the UK and USA on the qualities and skills that leaders and managers need to deliver good governance of HE institutions was developed the project framework. The nine domains covered in the framework include leadership, managing resources, managing people, managing information and intelligence, as well as personal attributes such as drive and productivity.

## PURPOSE AND OBJECTIVES

### Leading purpose:

Strengthen the governance, strategic planning and management in Moldovan universities in order to support the sector reform through increases in leadership and management capacity and capability.

### Specific objectives:

- ✓ Establish where the best practices of the EU partner universities on design and delivery of development programmes can be applied to increase the leadership and management capacity of Moldovan universities.
- ✓ Create a higher education leadership and management development programme focused on governance, strategic planning and management, that is appropriate for delivery in Moldovan universities.

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- ✓ Train the staff of the Moldovan partner universities in delivering the leadership and management development programme.
- ✓ Create an infrastructure to support and sustain the leadership and management development programme.
- ✓ Pilot and implement the new leadership and management development programme in Moldovan universities.
- ✓ Disseminate the new programme and findings after their implementation, for the higher education all over Moldovan universities, EU, and internationally.

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*The key aim of the project is to support the continuing programme of reform in the higher education sector*

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## WORK PACKAGES

MHELM project is broken down into five work packages. Each work package defines in details the actions necessary to be undertaken, the deadlines and the managing process in order to achieve planned results:

- ✓ WP1 Preparation;
- ✓ WP2 Development:
  - WP2.1 Developing the Programme & Equipping the Leadership Development Labs,
  - WP2.2 Piloting of the new Leadership and Management Development Programme,
  - WP2.3 Implementing the new Leadership and Management Development Programme across Moldova;
- ✓ WP3 Quality Plan;
- ✓ WP4 Dissemination and Exploitation;
- ✓ WP5 Management.

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## CONSORTIUM

The partnership consists of 11 well-chosen partners from 3 EU countries (United Kingdom, Germany and Romania) and 8 from Republic of Moldova representing HEI and Ministry of Education, Culture and Research, as well as one Associated Partner – Rector`s Council of Moldova.

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*Technical University of Moldova as project lead will coordinate the project activities*

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## EU partners:

- University of Gloucestershire, Great Britain (UoG, P2)
- Institute for Socio-Scientific Consultancy, Regensburg, Germany (ISOB, P10)
- Transilvania University of Braşov, România (UTB, P11)

## Moldavian partners:

- Technical University of Moldova (TUM, P1)
- Academy of Economic Studies of Moldova (ASEM, P3)
- Nicolae Testemitanu State University of Medicine and Pharmacy (SUMF, P4)
- State Agrarian University of Moldova, (UASM, P5)
- Cahul State University „Bogdan Petriceicu Hasdeu” (USC, P6)
- Moldova State University (MSU, P7)
- Alecu Russo Balti State University (USARB, P8)
- Ministerul Educaţiei, Culturii și Cercetării al R.Moldova (MECR, P9)

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## RESULTS

### Individual leaders and managers

Individual leaders and managers are the direct target of the programme and are key to its rationale. The universities that employ them will nominate individual leaders and managers to be trainees when the new programme is implemented, an approach that will be replicated by non-partner institutions that adopt the programme following dissemination. Each trainee will benefit from having a better understanding of their capability, and experience of applying those techniques to the governance, strategic planning and management at their institution.

### Institutional

All 29 universities in Moldova are stakeholders in the project: 7 are included as partners of the project, remaining 22 will be the target of dissemination activity, in particular via Breakfast meetings for senior managers. All institutions will be encouraged by the Ministry of Education, Culture and Research (MECR) to partake in the dissemination activities. The project will impact on the institution capacity to enhance its governance structures, strategic planning and management to ensure they support HE reforms and increase focus on the economy and society.

### National

MECR and RCM are significant stakeholders at the national level and are included as a partner and an Associated partner. MECR recognize the need to raise the capacity of leaders and managers. MECR has recommended that each university should establish a leadership and management development programme, and this project will enable this national objective to be exploited and realised in a way that ensures a high quality common approach across Moldovan partner universities.

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***The main output is the new programme – Leadership and Management Development, implemented in each partner university involved in the project.***

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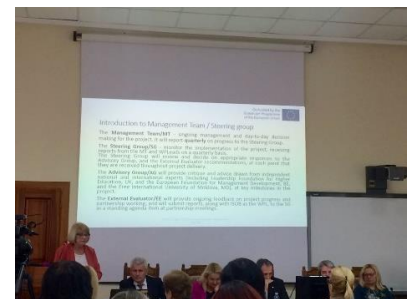
## KICK OFF MEETING



The kick off meeting of the project was held on November 25, 2019, at TUM, which has the role of local coordinator. In its implementation, for which a grant of 844,453.00 euros is offered, the Technical University of Moldova will be

accompanied by a consortium, which includes the Ministry of Education, Culture and Research of the Republic of Moldova, the Council of Rectors of the Republic of Moldova - as an associate partner, but also 6 other higher education institutions from the Republic of Moldova: Academy of Economic Studies of Moldova, State Agrarian University of Moldova, State University "Alecu Russo" from Balti, State University "B. P. Hasdeu" from Cahul, State University of Medicine and Pharmacy "Nicolae Testemitanu", and the State University of Moldova. It will also work closely to exchange best practices with partners in EU countries, such as the University of Gloucestershire, UK; Isob Institut fur Sozialwissenschaftliche Beratung, Germany, and Transilvania University of Brasov.

Representatives of all these institutions attended the project kick off meeting. Welcoming the attendees, univ.prof., Dr. Hab. Larisa BUGAIAN, vice-rector of TUM for Finance and International Relations, project coordinator, thanked the partners for joining and assuming the major objective of the project, which is to strengthen governance, strategic planning and management in Moldovan universities, to support sector reform by increasing the leadership and management capacity.



The importance and necessity of developing the spirit of Leadership and Management in higher education in the Republic of Moldova was underlined in their welcoming speeches by Claudia

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MELINTE - coordinator of the Erasmus+ National Office in Moldova, Nadejda VELIȘCO - head of the Higher Education Policy Department within the relevant ministry, acad. Grigore BELOSTECINIC - president of the Council of Rectors of the Republic of Moldova, rector of AESM; univ.prof., Dr. Hab. Viorel BOSTAN - rector of TUM. In this context, the steps to be followed for this purpose were elucidated: elaboration of a training program for the development of higher education management, focused on governance, strategic planning and management, suitable for delivery to universities in the Republic of Moldova; training the staff of Moldovan universities in order to deliver the program for management and leadership development; creating an infrastructure to support and support the leadership and management development program.



Making a brief summary of the project, David DAWSON, a project partner in the UK, pointed out that at the University of Gloucestershire, which he represents, HELM has been underway for 9 years. He mentioned that dissemination of information about this program, new to the Republic of Moldova, as well as best practices from EU partner universities in the design and delivery of professional development programs, should be a permanent objective in order to increase the leadership and management capacity of universities in the Republic of Moldova.

During the project kick off meeting, an overview of the project work package delivery plan, the responsibilities of the work package leaders and consortium partners was made, as well as the subsequent actions on piloting and implementing the new development program on leadership and management in Moldovan universities.



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## STUDY VISITS

### • University of Gloucestershire, UK

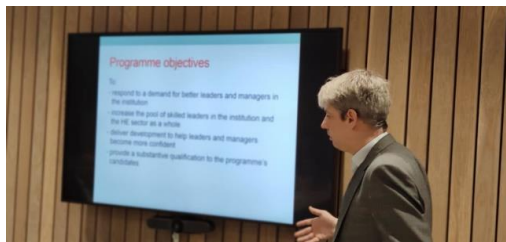


Representatives of 6 higher education institutions from the Republic of Moldova (TUM - Technical University of Moldova; SUM - State

University of Moldova; AESM - Academy of Economic Studies of Moldova; SUMPh - State University of Medicine and Pharmacy "Nicolae Testemitanu"; SUARB - State University „Alecru Russo” from Bălți, SU Cahul - State University „B.P. Hasdeu” from Cahul; ASUM - Agrarian State University of Moldova) and the head of the Higher Education Policy Department, Ministry of Education, Culture and Research of the Republic Moldova, Associate Professor, PhD Nadejda VELIȘCO take part in a study visit to the



University of Gloucestershire, UK, as part of the Erasmus+ Capacity Building in Higher Education (CBHE) project – „Moldova Higher Education Leadership and Management” (MHELM).



David Dawson presented the university management training program implemented by UoG, mentioning the

objectives, structure, teaching methodology, as well as the impact of the program on university management. Stephen Marston, vice chancellor at UoG, spoke about the training program from the perspective of top managers, Jocelyne Fleming presented the approaches to determining the needs for the design and delivery of the training program, and David James, Dean of Academic Development, presented the history of leadership development at UoG. Meenakshi Sharma, manager of organizational change and staff development at



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UoG, spoke about the impact of the training program on UoG's ability to change. David Dawson presented the Higher Education Leadership Qualifications and Skills Framework (HELQS): defining, training, mentoring and assessing its impact, and Maz McAleer spoke about the experience of students in the HELM program. The HELQS Q&A session was moderated by John Hepworth, Senior Lecturer in Human Resource Management, Sue Williams, Senior Lecturer in Human Resource Development and David Dawson.

During the visit, the representatives of the Moldovan Universities discussed the objectives, possible ways of organizing and the contents of the future training program. Discussions were moderated by Larisa Bugaian,



national project coordinator, David Dawson, UoG coordinator, and Philippa Ward, lecturer in Service Marketing at UoG.

On the last day of the visit, the project management meeting took place, in order to coordinate the subsequent activities, delegate the responsibilities and plan the actions for the conduct of the project.

### • University Transilvania Brasov, Romania

Between February 17-21, 2020, a study visit took place at the Transilvania University of Brasov, Romania, within the MHELM project. The study visit was attended by representatives of six higher education institutions in Moldova, as well as representatives of the Ministry of Education, Culture and Research.



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During the study visit, the experience of Transilvania University in the field of university leadership was examined. Ioan Vasile Abrudan, rector of UTBv,

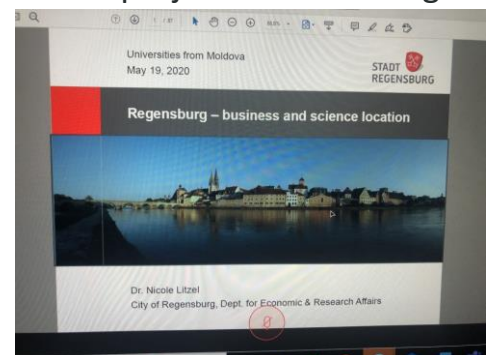


spoke about the implementation of leadership from vision to reality based on the experience of UTBv, Ioan Vișa addressed the topic with reference to the role of the leader in supporting university research based on good practices developed under European projects, Rodica Niculescu referring to the models of management and educational leadership, Ioana Chițea spoke about how to develop marketing skills for people with managerial positions in the education system, Daniel Munteanu spoke about ways to develop leadership skills by involving students in management structures, as well as by developing joint projects with the socio-economic environment, Luminița Scutaru referred to the development of quality policies and their evaluation at the institutional level, and, finally, Liliana Rogozea presented aspects of online reputation management and Public Speaking.

Following the study visit, the representatives of the Moldovan academic environment worked on the final structure of the program, on the name and content of the modules, the competencies to be trained in each module, the distribution of responsibilities and setting deadlines for activities. The moderators were Larisa Bugaian, TUM, national project coordinator, David Dawson, UoG coordinator, Alex Krauss and Alice Buzdugan, ISOB.

### • **ISOB, Regensburg, Germany**

On May 18-22, within the Erasmus+ project Moldova Higher Education Leadership and Management (MHELM) a virtual visit in the form of an online seminar was conducted on „University Strategy Building in a Regional Perspectives: Action Learning in University-Business-Society



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Cooperation". This virtual training replaced the study visit to the Institute of Social Studies (ISOB) in Regensburg, Germany. But the pandemic forced a change in the format of the visit, which took place online.

The training session was organized by ISOB, one of the European partners of the MHELM project, which was attended by over 40 people, representatives of Moldovan and European partner universities. The partners from Germany invited several academic stakeholders, who presented the experience of the Bavarian region in the field of training.



As guests, there were Nikolas DJUIK, director of the Bavarian Academic Center for Central, Eastern and South-Eastern Europe (BAYHOST) at the University of Regensburg; PhD Nicole LITZEL, specialist in the Department of Economic Development of the City Hall of Regensburg and Prof., PhD Sean Patrick SASSMANNSHAUSEN, Faculty of Business Administration and Entrepreneurship, University of Regensburg. Nikolas DJUIK made a presentation of the Bavaria region and the education system in the area, referring to the mission, activities and services offered by BAYHOST. PhD Nicole LITZEL spoke about how the creation of an innovative ecosystem was succeeded in the region through the cooperation between the Municipality, Science and Business. Prof., PhD Sean Patrick SASSMANNSHAUSEN referred to the experience of the University of Applied Sciences in creating and managing the Center for Entrepreneurship. All stakeholders reiterated the need for cooperation between academia, business and local public administration institutions to ensure regional development. These activities were moderated by PhD Alice BUZDUGAN (ISOB).



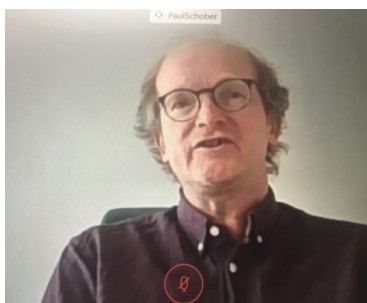
During the week, topics related to the work packages of the project were addressed, namely - the development of the

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HELM training program for leaders and managers of Higher Education Institutions and quality assurance within the program.

Regarding the work package „Elaboration of the HELM training program”, prof. Dr.hab. Larisa BUGAIAN, project coordinator, made a summary of the activities carried out so far within the project, presented the structure of the new HELM training program, and the representatives of the partner universities in the Republic of Moldova: PhD Angela NICULIȚĂ (SUM), PhD Irina DOROGAIA (AESM) and Daniela POJAR (TUM) presented the structure of the modules part of the new program. PhD David DAWSON, University of Gloucestershire, Alexander KRAUSS, ISOB and PhD Liliana ROGOZEA, Transilvania University of Brasov, made some comments on the contents of the new training program in order to improve it. PhD David DAWSON, in his speech, referred to the need for mentoring and coaching in the training of managers and how they can be used as training methods. The project partner Alexander KRAUSS emphasized the principles and practices of learning based on processes and examples in the in-service training of managers, as well as the questions that, in his view, should be asked by team members developing the new HELM study program.



Regarding the “Quality Control” work package, PhD Paul SCHÖBER from the Society for Social Research and Education, Germany, external expert of the MHELM project, spoke about the project quality assessment methodology and the key issues to be addressed by the project team.

PhD David DAWSON mentioned that the project also includes dissemination activities in the form of publications in scientific journals. He presented the structure of the research, mentioning its stages, as well as the fact that a first article on this topic was published and refers to the results of the survey of HEI leaders and managers in the Republic of Moldova, which formed the basis for developing the Erasmus+ project. In the next period there will be a synthesis of the activities carried out

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in the project, its impact, as well as the publication of the research results during the implementation of the project.



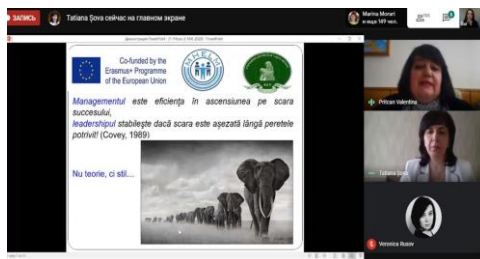
At the end of the training session, the synthesis of the week was made and the subsequent activities in the project were planned.

The training session was organized with the technical support of the Information and Communications Technology Department of TUM, using the Webex platform.

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## MHELM at State University of Balti „Alecu Russo”



During the third edition of the International Scientific-Practical Conference "Educational Management: Achievements and Development Perspectives",

held online on May 8, which brought together over 170 participants from 7 countries (Republic of Moldova, Romania, Russian Federation, Ukraine, Germany, Belarus, Uzbekistan), Valentina PRIȚCAN, vice-rector for Scientific Activity and International Relations, made a scientific speech in the plenary session entitled "Strengthening Governance, Strategic Planning and Management in Moldovan Universities: The Experience of MHELM".

In the communication dedicated to the specifics and progress of the ERASMUS+ MHELM project, Mrs. Valentina PRIȚCAN, institutional coordinator of the MHELM project, presented the general purpose and objectives of the project, work packages, quality assurance plans, dissemination and sustainability. Increased attention has been paid to the experience of the University of Gloucestershire in implementing the HELM (Higher Education Leadership and Management) program, which is a state-of-the-art program for experienced managers who want to delve into contemporary approaches focused on management/leadership. The program was designed to provide the management of HEIs with strategic information on the specific challenges that exist in the higher education landscape.

Valentina PRIȚCAN, vice-rector for Scientific Activity and International Relations, SUARB coordinator of the MHELM project, noted that the study visit to the



University of Gloucestershire in the UK was motivating, relevant and challenging, coming with examples of concrete

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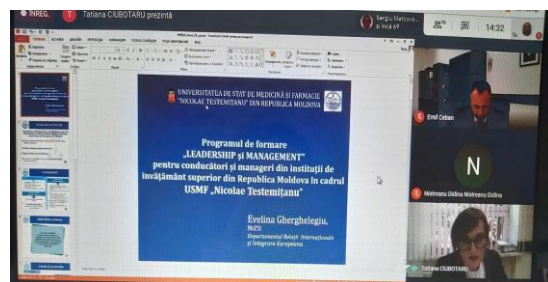
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experiences gained by HEIs from the consortium of the MHELM project. Subsequently, the experience of the Transilvania University of Brasov was presented in the implementation of the institutional leadership and management program, which represents an efficient institutional development program, focused on modern university management / leadership. The relevance of the study visit to the Transilvania University of Brasov is also found in the awareness that today, more than ever, there is a need to implement programs to support efficient management and leadership at all levels of university leadership, to develop knowledge, skills and strategies for exploring this ever-changing terrain.

## MHELM at SUMPPh „Nicolae Testemitanu”

During the meeting of the University Senate of the SUMPPh „Nicolae Testemitanu” of May 28, Evelina GHERGHELEGIU, head of the Department of External Relations

and European Integration, institutional manager of the MHELM project, presented the training program "Leadership and management" for leaders and managers of higher education institutions in the Republic of Moldova.



Mrs. GHERGHLEGIU mentioned that the program is developed within the Erasmus+ project „Moldova Higher Education Leadership and Management (MHELM)”, and is intended for the development of higher education management, focused on governance, strategic planning and management, being recommended to the leaders and managers of SUMPPh „Nicolae Testemitanu” in order to improve the skills needed in their professional training.

Members of the University Senate approved the training program „Leadership and management" for leaders and managers of higher education institutions in the Republic of Moldova within the SUMPPh „Nicolae Testemitanu”

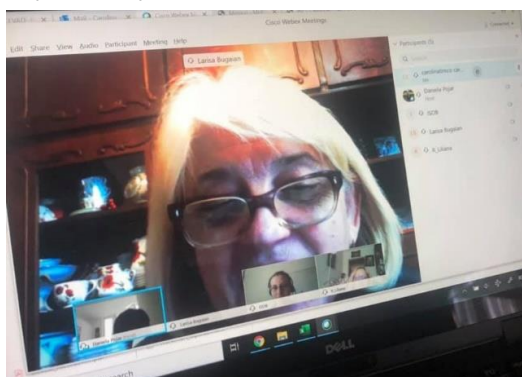
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## MHELM in COVID-era

During pandemic situation, most of offline activities has passed in online. In such conditions to manage a project is a challenge. Last coordinating meeting offline have been organized at the beginning of March, at State University of Moldova. During the meeting the team members have discussed on the programme structure and modules content.

From April, all activities have been moved on online. On April, 23, 2020, the team of MHELM project had a coordinating meeting on the activities within the project.



Partners from University of Gloucestershire, Transilvania University of Brasov and Institute for Social-Scientific Consultancy from Germany discussed on

achieved progress, challenges caused by COVID-19 and possible action to be taken to minimise the impact of the virus on the project activities.

Partners decided to take actions step by step, to expertise the draft of the new training programme, agreed on report structure, discussed on dissemination plan and structure of the project web page.

Also, they stressed on the need to reflect on the alternative for on-site visit, planned for foreign partners, in order to find best solution for online presence of experts during the piloting of the new programme.

Too on April 23, the representatives of the partner universities from Moldova: MSU, ASEM, USARB, SUMPh, USC, UASM met to discuss the activities carried out so far within the project, as well as to coordinate future activities.

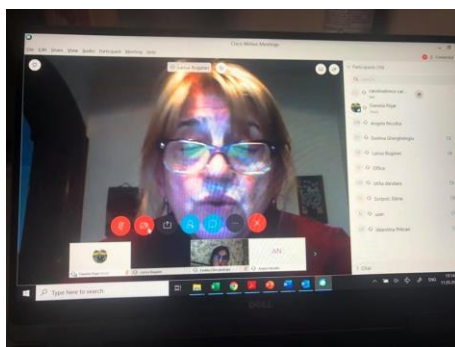




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Larisa BUGAIAN , vice-rector UTM, national coordinator of the project, mentioned that work has been done on defining the structure of the program, preparing the set of documents for the authorization of the program by ANACEC, on the dissemination strategy and preparing the documents for the purchase of equipment for the project. During the meeting, it was discussed about the future activities and the deadlines for their implementation, about how to pilot the program given that most European countries have stated about the possibility of maintaining travel restrictions in connection with the spread of COVID-19, there were addressed aspects of project dissemination and financial management.



On May 12, 2020, the MHELM project partners met on Webex to discuss the training session on May 18-22, 2020, which will be provided by ISOB, the German partner of the project. Due to the exceptional situation, a

training session will be organized online.

The strategy and plan for the dissemination of the project activities were also discussed, as well as the first reporting on the activities carried out so far.

## **AUTHORISATION OF HELM PROGRAMME**

The implementation of a new study programme starts with the approval of the study programme by the Council of Strategic Development. During May-August 2020 the new study programme have been discussed in Senate and Council of Strategic Development meeting.

The approval by the Senate and the Council is the first step in the authorisation of the study programme. The decision on the authorization of study programme is taken based on the results of external evaluation of the quality of the study programme, made by the National Agency for Quality Assurance in Education and Research.

# NEWSLETTER MHELM project

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**More about project activities you can find out on the official site of the project:**

[www.mhelm.utm.md](http://www.mhelm.utm.md)

**As well on the project pages of 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/leadershipul-si-managementul-invatamantului-superior-din-moldova-mhelm>
- [http://international.usm.md/?page\\_id=525](http://international.usm.md/?page_id=525)

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