



## Leading and Managing Change in Higher Education (La MANCHE)

### KICK-OFF MEETING

### MEETING MINUTES

**Date:** 20<sup>th</sup> November 2012

**Time:** 9:30 am

**Venue:** IUC premises in Dobrich, room 203

**Attendees:** see list attached

**1. Opening address** by Prof. Todor Radev, President of IUC. He welcomed all the partners and guests at IUC and pointed out the importance of the La MANCHE consortium in terms of the internationalization processes at the participating HEIs.

Christina Armutlieva introduced the guests present outside the La MANCHE consortium:

Iryna Dmytrenko, Consul General of Ukraine in Varna

Kamelia Koycheva, Deputy Mayor of the Dobrich Municipality

Stefka Gencheva, Deputy Governor for the Region of Dobrich

Aletta von Massenbach, Chief Executive Officer of Fraport Twin Star Airport Management AD

Svetoslav Gramenov, CEO of Gasko Ltd

Mrs Iryna Dmytrenko held a welcome speech stressing the importance of cooperation in the field of education between the EU countries and the countries in the Eastern Neighbouring Area including Ukraine. She made a short overview of the Tempus programme and the benefits it will bring for the participating institutions.

Mrs Kamelia Koycheva welcomed the guests and the La MANCHE partners in the town of Dobrich and wished them productive and fruitful work and cooperation.

**2. Presentation of the La MANCHE project:** in her presentation of the project Christina Armutlieva focussed on the Tempus IV programme's main objectives and themes, the La MANCHE project chief

priorities, objectives and target groups. Brief information on the consortium set-up and the project work plan and scheduled activities was shared with the guests and partners present. For more details, see the presentation attached.

Before proceeding to the keynote speeches and introductory presentations in the field of leadership and change management, Christina Armutlieva went through the agenda for the kick-off meeting. She explained that the plenary session during the first day of the meeting is part of the activities in work package 2 and aims at introducing the partners to the topics of leadership and change management, in particular in academic settings. During the second day of the kick-off meeting IUC will present and explain the roles, responsibilities, deliverables and deadlines within the La MANCHE project, the partnership will go through the text of the partnership agreement and the project manager will lead a discussion about the project financial administration and budget; reporting and evidence trail. In the afternoon on 21<sup>st</sup> November three workshops will be organized simultaneously on the three supporting work packages, namely management, dissemination and quality control. On the third day of the kick-off meeting the partners will work in smaller groups and effective work within work package 2 will start.

**3. Leadership in the Large Organizations:** keynote speech by Dr. Vesselin Blagoev, Vice-rector of IUC. Dr. Blagoev is Professor of Marketing and Management, former Chief Secretary of the Council of Ministers of Bulgaria, Executive Director of the Bulgarian Privatization Agency; Chief Executive Director of Credit Bank. Currently - Chairman of the Bulgarian Marketing Association, Member of the Managing Board of the Bulgarian Chamber Commerce and Industry and of the Bulgarian Business Leaders Forum. In his presentation he provided a general framework to the topics of leadership and change management and pointed out the main differences between the terms of leadership and management. He presented the main theories and practices for leading change processes at large institutions by providing examples from his professional career and personal experience as a leader and senior manager within the public administration hierarchy when he was the head of cabinet of the Prime-minister of Bulgaria and in large companies such as the Credit Bank of which he was appointed an Executive Director in the late nineties. For more details, see the presentation attached.

The presentation of the Dr. Blagoev was followed by questions concerning his practical experience with leading change at the front of a huge conservative system which the public administration represents. Ihor Oleksiv asked about the possible changes in the evaluation criteria Vesselin Blagoev might have introduced while leading and managing large structures within the public administration. Another question Taras Danko raised was about the main differences between the large and small organizations in terms of the processes of leading and managing change. For more details, see the presentation attached.

**4. Leadership in the Large Organizations: the Case of Fraport Twin Star Airport Management AD:** presentation and discussion led by Aletta von Massenbach, Chief Executive Officer of Fraport Twin Star Airport Management AD. She has been working for Fraport AG Frankfurt Airport Services Worldwide – Global Investments & Management for 16 years. During this period she has been involved in a large number of the company's international projects, such as the Transition Programme for smooth takeover of managerial and operational responsibility of the Airport in St Petersburg's. She has spent a significant period of her career at the Airport Lima as Project Director for the privatization and General Manager of Fraport Peru. In her presentation she made an overview of her previous positions at Fraport with a focus on the processes of managing change at companies in transition. Managing change seems to be one of the biggest challenges for a company manager in his/her day-to-day work. Despite the unique features a particular country or company might have, the processes of change are universal and require a set of similar tools to be managed with. In the processes of managing change defining clear objectives and measuring the progress made to achieve them is crucial. She also shared her personal experience with the

changes currently ongoing at the company she recently joined in Bulgaria, with a focus on the cultural differences she's sensing in dealing with changes and by being a team leader. She provided an example of a discussion she recently had with her team about what they understand under the terms of leadership. Surprisingly to her the most popular answer was that being a good leader stands for having a disciplined team under you which would follow precisely your instructions without questioning your orders or instructions. Corinne Stewart asked about the tools to be applied in the process of managing change and in the process of getting people to come from point A to point B.

**5. Leadership and Change Management in the SME sector:** presentation by Svetoslav Gramenov, CEO of the Gazko Ltd. Gramenov has a Bachelor degree in Business and Management from the University of Toronto and an MBA from the Wharton School of the University of Pennsylvania. In dealing with internal and external changes affecting the day-to-day functioning of an SME Gramenov pointed out the importance of having established a clear vision for the development direction the company is expected to progress in long term. The biggest challenge for the leader is the work with people. The main difference between leading a big and a small organization is the process of working with people and through people. In the big companies you are expected to interact with people constantly and having good soft skills is extremely important in the process of this interactions. In addition he elaborated the topic of corporate culture within a particular organization as a key factor for building up a strong team and reaching sustainable success. The biggest challenge in doing business is not dealing with the competitors or other stakeholders outside the organization like public authorities but dealing with the people within the organization.

**6. Cultural Maps of the World – Hints for the Management of Change:** presentation and discussion led by Dr. Michael Minkov, Professor in Culture and Social Anthropology at IUC, author and co-author of a number of books and articles in collaboration with Geert Hofstede. In his presentation Prof. Minkov provided an overview of the cultural maps of the world and their implications for leadership and change management. The first map he presented was the Schwartz's value map of the world. By showing it he referred to Aletta's presentation providing theoretical background of the experience she had shared earlier with staff and colleagues coming from nations where hierarchy is extremely important. He highlighted the two main dimensions: harmony and egalitarianism versus hierarchy and intellectual autonomy versus embeddedness which stands for conservatism. Minkov presented also the Inglehart's cultural map of the world. He presented the oppositions fast growth – slow growth, strong school success – weak school system, happiness – unhappiness, corruption – rule of law. The last dimension presented is universalism (individualism) – exclusionism (collectivism). Last but not least, he focussed on the differences between the nations in terms of the decision-making freedom in a job, in other words to what extend people are expected to be told what to do.

For more details, see the presentation attached.

**7. Ideas for Change Management in the Universities:** presentation by Dr. Rumen Gechev, Professor in Change Management at IUC and in Economics in the University of National and World Economy in Sofia, former Deputy Prime Minister of Bulgaria and Minister of Economy; Executive Director of the Euro Finance Consult, Jsc. In his presentation he first shortly highlighted the main facts and features of the global education market and listed the general and universal trends of change, reforms and transition in the higher education systems around the world. After that he explained the three P's of change management, namely change policy, change practice and change procedure. Prof. Gechev also made a historical overview of the higher education governance processes. The new context the higher education institutions around the world are placed in requires new governance approaches. Among the main current trends in governing higher education institutions he named the increasing autonomy, the process of limiting the state regulation, the strengthening of the university leadership, closer interaction and interdependence with the

business and society at large, the greater stakeholder scrutiny etc. In facing these changes the key policy would be to be different and to find a new, unique market niche. Taras Danko asked about the best possible scenario for the curriculum development within an institution. According the Prof. Gechev it is not possible to give a unique recipe for success. However, by observing the trends it is easily predictable that in ten years' time the main focus in curricula development will be predominantly on interdisciplinary programmes which take into consideration the processes of sustainable development. For more details, see the presentation attached.

**8. Applying for University Status: A UK Case Study in Change Management:** presented by Robert Louis Stevenson, senior lecturer in Strategic Management and Leadership at IUC. Robert gave an insight into the process of applying for university status at the Writtle College in Essex in 2006. After having listened to Prof. Gechev lecture who provided a macro perspective on the processes of change in higher education, Robert presented a case study that described the history of the Writtle College, the situation it was placed in 2006, the opportunities for change and the problems the institution and the staff were facing. In the light of the unsuccessful application for the university status Robert wrapped up the personal and professional lessons learned such as don't act opportunistically, don't be myopic, weigh the risk and reward.

For more details, see the presentation attached.

Christina Armutlieva thanked Robert for his presentation and drew partners' attention to the fact that Robert's input was valuable not only in the light of the change management topic, but also from methodological point of view. In work package 3 the Partner Countries' higher education institutions will prepare a case study on a particular change process each one of them has gone recently or is currently going through. The template for the case study will be elaborated by the EU partners and the structure of Robert's presentation provided a good example for this.



## Leading and Managing Change in Higher Education (La MANCHE)

### 2nd PARTNER MEETING

#### MEETING MINUTES

**Date:** 23<sup>rd</sup> April 2013

**Time:** 9:30 am

**Venue:** UCB boardroom

**Attendees:** see list attached

1. **Opening address** by Christina Armutlieva. She welcomed the La MANCHE project partners and expressed her gratitude to UCB for organizing the meeting. Present colleagues meeting the consortium in its whole for the first time were introduced. A short overview of the 2<sup>nd</sup> partner meeting agenda and the programme for the day was given.
- 2.

#### **1. Project management and administration**

1.1. Roles, responsibilities, deliverables, deadlines: Christina Armutlieva started the discussion by presenting in details the Roles, Responsibilities, Deliverables and Deadlines (RRDD) document (see attached). Before focussing on the activities and deliverable within the different work packages she pointed out the partners' attention to the project information and documentation available on the USB stick each one of them had received upon registration. The uploaded information includes the following information: La MANCHE application form and La MANCHE budget tables; documents related to the financial administration of the project such as the Guidelines for the Use of the Grant, Report and Claim Schedule, a draft of the report template, templates of different documents related to reporting staff costs and travel and subsistence costs; the completed text of the Grant Agreement including the annexes; a draft of the Partnership Agreement; the project logos and flyer; list of partners; activity timelines for all partners in the project, the RRDD document and the project's logical framework matrix.

Christina Armutlieva explained in details the main activities to be carried out within the nine work packages. There are three Development work packages, three Exploitation work package and three works packages supporting the other activities which will ensure the sound project management, effective dissemination and continuous quality control. The results in the Development and Exploitation work packages build upon each other and the successful completion of the activities within a particular work package is a precondition for work in the next work package to start. Each of the Development and Exploitation work packages are designed to pursue one of the specific project objective. The completion of all activities within one particular work package not only leads to the achievement of one specific objective, but also marks a milestone in the project development. All the activities listed in the RRDD document are linked to the achievement of certain deliverables which are properly listed along with the deadlines. In addition, the RRDD provides information on the partners involved in the process of completing the deliverables. Within the Development and Exploitation work packages the tasks distributed to the partners from the Partner Countries are more or less similar. The same refers to the partner institutions from the EU. To guarantee that activities in the three supporting work packages are carried out in an effective and accountable manner and having taken into account the large size of the consortium, the responsibilities within these three work packages have been distributed to smaller groups of approx. 9 partners. In addition, each partner is involved in at least one supporting work package and/or will host a major project event. Christina Armutlieva suggested that the workshops following the Project management and administration plenary session are to be attended by the partners based on their involvement in the supporting work packages. Those who will only host a major event were invited to consider joining the workshop in Quality Control or workshop Dissemination. The workshop Management will be attended by the Steering Committee members who will discuss the Project Management and Monitoring Plan and the Code of Conduct and the intellectual property policy to be applied throughout the project.

### 1.2. Partnership Agreements

Christina Armutlieva explained in details the content of the Partnership Agreement. It has six Annexes which represent an integral part of the agreement. The agreement stipulates the obligations of the project lead organization (IUC), called for the purposes of the agreement the Contractor and the partner institution called the Partner. The bilateral agreement includes the details concerning the financing of the activities to be carried out by the partner institution. It points out the maximum total expenditure to be committed by the Partner for the period covered by this contract is estimated at EUR along with the maximum possible grant to be received by the Partner. The agreement also includes information on the Partner's financial contribution to the project. The lead organization will make one advanced payment amounting in 10 % of the Partner's maximum estimated grant. This payment will be processed within ten days after the last party has signed the agreement. The Partner is eligible to submit a claim for payment on a regular basis, in line with the schedule detailed in Annex VI: Reports and Claim Schedule. Payments will be done based on the principle of reimbursement and following the successful verification of the costs claimed and the tasks achieved according to the submitted report. When reporting, the partners will use a unified template, the finalized version of which will be sent away to partners in January 2013. In regard to Article 9/ Reporting Christina Armutlieva got the partners acquainted with the deadlines for submitting the project intermediate and final reports to EACEA as stipulated in the Grant Agreement. In this regard she informed them that every partner shall provide IUC with any additional information and documents required for the preparation of the interim report and where appropriate, with copies of all necessary supporting documents completed and signed by the legal representative no later than 14<sup>th</sup> January 2014 for the interim report to be submitted before 15<sup>th</sup> April 2014. For the final report the dates for submitting all necessary documents and information is 15<sup>th</sup> October 2015.

### 1.3. Project financial administration and budget; reporting and evidence trail

Christina Armutlieva presented a summary of the budget headings. After that she explained in details the principles of financial management and reporting for each of them as follows: direct costs: staff costs, travel costs and costs for stay, equipment, printing and publishing, other costs; indirect costs; in addition the presentation included information on the ineligible costs and the rules of co-financing. See the presentation attached.

- 1) Staff Convention (Annex 1 in the Guidelines): signed by the person concerned and then signed and stamped by the person responsible in the institution
- 2) Timesheets attached to each Staff Convention (the template to be used is to be found on the USB sticks distributed to partners).
- 3) Correctly drafted employment contracts (with resume in English)
- 4) Proof of usual remuneration policy (with resume in English)

Christina Armutlieva stressed the importance of providing the full set of documents required for each staff member involved in the project. As far as the proof of usual remuneration policy is concerned: this document along with a short resume in English should be submitted only once with the first report to be submitted in March 2013.

In terms of evidence of travel costs and costs for stay the following documents should be attached to every report:

- 1) Individual mobility reports (Annex 2 in the Guidelines): filled in and signed by the staff member.
- 2) Originals or certified copies of all travel tickets, boarding passes, invoices, receipts, bus/train tickets and taxi receipts (with short resume in English)
- 3) Travel request form/ business trip order including information on the reason for travel and budget to be approved by an authorizing person before the travel takes place (with short resume in English)
- 4) Travel and subsistence costs report and claim form
- 5) Document clarifying the internal practices for paying/reimbursing travel and subsistence costs which are in line with usual remuneration policies (with resume in English)
- 6) Proof of reimbursement.

Murat Erguvan asked for clarification when reporting the duration of a particular mobility. Ruben Aghgashyan and Christina Armutlieva explained that the days of travelling should be included when defining the exact duration of the mobility.

It was explained that the costs for equipment and the other costs should be reported based on invoices (originals or certified copies) with a short resume/translation in English attached.

## **2. Workshops in the three supporting work packages**

Following the plenary session in the morning three parallel workshops took place, namely Workshop Management (room 203), Workshop Dissemination (room 215) and Workshop Quality Control (room 216). The workshops aimed at starting actual work within the work packages 1, 8 and 9 by planning the activities to be carried out and the discussing the deliverables to be produced.

Workshop Management: attended by the SC members: Corinne Stewart, Christina Armutlieva, Ruben Aghgashyan, Ruben Markosyan, Olesya Gladushyna, Misnikova Lyudmila, Angela Niculita, Ihor Oleksiv.

Workshop Dissemination: attended by: Valentina Grigoryan, Aliaksandr Sychou, Sylvia Broadley, Ganna Muzychenko, Nino Gelashvili, Nikolaos Triantafyllopoulos, Cristina Coşciug, Aleksei Bykov.

Workshop Quality Control: attended by Tea Gergedava, Vadim Sirkeli, Ruzanna Hakobyan, Tamara Kasaeva, Mehmet Murat Erguvan, Serhiy Mordvinov, Valentina Pritcan, Orlando Isidoro Afonso Rodrigues, Tetyana Shtanko, Paul Kitchen, Ruizan Mekvabidze.

In the afternoon a synthesis of the workshops followed (recorded and accessible to the partners on the project website within the partner login).

Tea Gergedava presented the results of workshop Quality. It focused on the team composition engaged in quality control, the partners' involvement, the timeline and the partners feedback. It was recommended to have as many deliverables evaluated as possible. For more details, please, see presentation attached.

Valentina Grigoryan reported that in the workshop Dissemination the team involved went through the different activities within the work package and the deadlines for producing the deliverables. In addition they focused on the structure of Communication and Post-Project Dissemination Strategy to be elaborated. In relation to a question raised about the scope of dissemination of one particular deliverable Christina Armutlieva explained that in the description of the deliverables provided in the application form the scope of dissemination (institutional, national, international) is always included. In relation to work package Dissemination Christina Armutlieva presented the draft of the website design. The website will have three different level of access to information: (1) general public, (2) La MANCHE partners, (3) La MANCHE Virtual Think Tank accessible to the stakeholders. It was stressed that the project will simultaneously happen both online and offline. In other words all the information, products and events will be available and accessible through the website too. The project manager strongly encouraged the partners to use the website regularly as a source of information and as a platform for collaboration and consultation. The website will provide excellent opportunities for exchange of information and communication through its forum and a chat sections too. The stakeholder login will be the actual La MANCHE Virtual Think Tank.

In order to increase the number of visitors of the website ([www.lamanche-tempus.eu](http://www.lamanche-tempus.eu)) it is important to have a link to the project website on all partner institutions' website. The project website will be regularly updated and the project manager and the Dissemination team will be in charge of this.

At the end of the session Christina Armutlieva presented the results from workshop Management. The SC members had a discussion around the main challenges to be faced when managing large consortia. The importance of using the right communication channels at the right time was stressed. In addition, it is essential to send away only e-mails with relevant information to the right recipients. It was recommended to avoid gaps in communication and to leave the communication channels open. It was also stressed that it is important to always give opportunity for feedback.

During the workshop the SC members took into consideration and spoke about the draft of the Code of Conduct. It was suggested to include in it an article regarding the partners' involvement and participation in the partner meeting. The final version of the Code of Conduct was presented to the partnership. It includes the following articles: integrity, mutual trust and respect, teamwork, effective communication, excellence and commitment to quality, conflict resolution, conflict of interests, compliance with the law and the tempus iv programme's rules and regulation, competency and professionalism, consistency, transparency and accountability, financial integrity and sound financial management, sustainability and cost efficiency, partners' participation in the project meetings, students' involvement, protection of intellectual property, non-discrimination and equal treatment, respect for diversity. In regard to the article Students' involvement during the workshop Ruben Markosyan suggested to enhance and stimulate the students' involvement in the project and make it possible always when appropriate.

### **3. Sustainability and Efficiency of Large Consortia: the Case of I.S.L.E. Network and the I.S.L.E. Association**

Corinne Stewart from AgroSup Dijon, the coordinator of an Erasmus Academic Network called I.L.S.E.: Innovation in Teaching Sustainable Development in Life Sciences presented the network and spoke about her experience with leading large consortia. She presented the opportunity for a network to grow into an association as a good practice to sustain after the project life.

See presentation attached.



## Leading and Managing Change in Higher Education (La MANCHE)

### KICK-OFF MEETING

### MEETING MINUTES

**Date: 22<sup>nd</sup> November 2012**

**Time: 9:00 am**

**Venue: IUC premises in Dobrich**

**Attendees: see list attached**

#### **1. Six parallel workshops**

In the morning six workshops took place as follows:

Workshop with the EU experts (in room 207)

Workshop Armenia (IUC Library)

Workshop Belarus (room 215)

Workshop Georgia (IUC International office)

Workshop Moldova (room 203)

Workshop Ukraine (room 216)

During the workshops the representatives of the Partner Countries institutions discussed the following topics: (1) nomination of a national leader and contact person to be in charge of issues such as project registration, purchasing of equipment, VAT issues, links with different authorities on national level when required etc; (2) organization, facilitation and purchasing of the equipment envisaged; (3) three dates in January and February when all partners will be available for the Online Focus Group. In addition the mechanism for coordination and effective communication of the La MANCHE project on national level were discussed.

The EU experts started working on the auditing tool aimed at providing a framework for self-evaluation to be carried out the Partner Countries higher education institutions. They discussed the design and the methodology of the questionnaire which will request information and description in relation to the leadership skills and competences of senior managers, the organizational structure of the institutions involved, dominant management model(s), the

principles and mechanism for human resources management, the reporting relations and the challenges and opportunities coming from the HEI's local environment.

## **2. La MANCHE press conference**

In the morning IUC held a press conference for the representatives of the local media (see presence list attached). The La MANCHE project manager Christina Armutlieva and Angela Niculita from Moldova State University presented the Tempus programme main priorities and scope of action, the La MANCHE project chief objectives, milestones and activities and the structure of the consortium. The representatives of the local media showed particular interest in the topic of change, a key one for the project, with regard on the good practices in dealing with it which the EU partners will prepare and present later in the project. They were interested in what good practices the higher education institutions from Bulgaria will be able to present. Christina Armutlieva explained that for IUC one of the good practices to share would be the institution's strong commitment to the processes of internationalization. In addition the journalists from the local media raised questions about the motivation of the Partner Countries' higher education institutions to participate in the La MANCHE project. Angela Niculita replied to this and provided an overview of the processes of change the higher education institutions in Moldova which are going currently through. As one of the major driving forces for change at institutional level she pointed out the new regulations for financial autonomy of the higher education institutions in Moldova to come into force in the beginning of 2013.

The press conference has been recorded.

## **3. Presentation of work package 2: Analysis of Leadership and Management Skills and Models** by the work package leader Corinne Stewart.

See presentation attached.

Corinne summarized the results of the workshop with EU partners. She explained to the audience that the Partner Countries' institutions will be asked to send the names and e-mails of the target people in the institutions to fill in the questionnaire. The questionnaire will be prepared using survey monkey. The questionnaire is expected to be no longer than 20 questions.

**4. Programming of the next partner meeting:** Paul Kitchen from UCB informed the partners that the next meeting will take place at UCB during the week commencing 22<sup>nd</sup> April 2013. Monday 22<sup>nd</sup> April is day of arrival, Friday, 26<sup>th</sup> April day of departure. He gave general information on how to reach Birmingham, what are the best accommodation opportunities for the respective period and how to apply for a visa to the UK.

## **5. Delivering of certificates**

## **6. Debriefing and closing session**

The team of IUC expressed its gratitude to the partners for being present and participating in the kick-off meeting.

## **7. Field trip to Varna**