



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

### 3rd PARTNER MEETING

#### MEETING MINUTES

**Date: 22nd October 2013**

**Time: 10:00 am**

**Venue: Polytechnic Institute of Bragança**

**Attendees: see list attached**

**1. Opening address** by Prof. João Sobrinho Teixeira, President of Polytechnic Institute of Bragança (IPB). Prof. Sobrinho welcomed all participants in the 3<sup>rd</sup> La MANCHE partner meeting in the premises of IPB and in the city of Bragança. On behalf of IPB he expressed his delight of being part of the La MANCHE project which represents a priority for the institution and is of significant importance for IPB from the internationalization processes' point of view. Prof. Sobrinho thanked the International University College and the project coordinator Christina Armutlieva for leading the project in such a professional and effective manner.

Prof. Todor Radev, President of International University College (IUC) and legal representative of the project lead organization took the opportunity to thank the host institution for the impeccable organization of the 3<sup>rd</sup> project meeting. This meeting is one of the largest events in the project and its organization has required a huge amount of efforts and time from the host institution's team. The meeting is combined with trainings for trainers in leadership and change management to take place on 23<sup>rd</sup> and 24<sup>th</sup> October. Prof. Radev outlined the importance of the meeting organized by IPB for the successful project implementation as a whole.

Prof. Luis Pais, Vice-President of IPB presented the host institution by focusing on the processes on internationalization. He draw the audience's attention to the successful mobility programmes at IPB and presented the international centralized European projects IPB is part of. He stressed the importance of the La MANCHE project for the processes of internationalization at IPB which results from the fact that the La MANCHE consortium is a very large one involving a large number of universities from 10 different

countries. In addition, Prof. Pais spoke also the international cooperation at IPB with institutions from the Portuguese speaking countries and regions around the world. He took the opportunity to invite all present partner institutions to look into the option to establish bilateral cooperation with IPB.

## **2. La MANCHE project presentation and progress**

Christina Armutlieva, Project Coordinator started her presentation by expressing her gratitude towards the team of IPB for the great and smooth organization of the 3<sup>rd</sup> project meeting and for their active collaboration and commitment in the project. Christina also thanked the participants of the 3<sup>rd</sup> project meeting for their efforts and work and for being present and part of the project. She explained that the project had been prompted by the efforts to improve the leadership skills and to introduce the culture of streamlined change management at the Partner Countries higher education institutions. Christina also shared the IUC, the project lead organization's views and summarized the essence of this very large project in one single word, namely *Change*. The word *Change* refers to the global changes in higher education, to the reforms concerning the higher education systems at national levels, the institutional transformations and the changes affecting the academic communities and people involved. The project coordinator presented the project overall objective and the main challenges which the project tackles. She provided an overview of the project progress made so far and of the upcoming activities by focusing on each of the eight project specific objectives and the work packages in the project contributing to the achievement of these objectives. So far the activities in work package 2 have been completed under the leadership of Agrosup Dijon. The EU partner institutions are currently working to finalize the activities in work package 3 and also to prepare the deliverables and outcomes in work package 4. Angela Niculita from MSU will later during the day report in details on the progress in work package 3. With the trainings starting on 23<sup>rd</sup> October the partners from the Partner Countries will involve actively in work package 5. Anastasiya Makarenko from NTU KhPI will later report in details on the upcoming activities and the deliverables and outcomes to be produced in work package 5. Christina mentioned that IUC is the leader of work package 6 and the IUC project team will present the upcoming activities on Friday in the framework of the Change Agent's Retreat. She also informed the participants that Valentina Grigoryan from ANAU will provide an overview of the progress in work package 9 aiming at dissemination of the project and its results. Last but not least the project coordinator noted that the management and implementation of the project is a learning curve for the project lead organization and also for all participants and partner organizations as it leads them through different stages of change and represents a learning journey towards effective leadership and change management. Referring to a quote of Bil Bradley describing leadership as a quality unlocking people's potential to become better, the project coordinator expressed her belief that the La MANCHE project is unlocking institutions' potential to become better.

After her presentation on the project and the progress made so far Christina gave an overview of the agenda and the upcoming activities, presentations and trainings in the framework of the four-day meeting hosted by IPB.

## **3. Institutional freedom and academic performance in European Universities: Keynote speech by Prof. Michel Zouboulakis, University of Thessaly, Greece**

In his presentation Prof. Zouboulakis focused on a number of issues concerning the institutional freedom and academic performance. In the beginning he raised the question of how is academic performance linked to institutional freedom. He also provided an overview of the evolution in the understanding of the term of institutional freedom. In particular he focussed on the post-1980 competitive University. When interpreting the terms of academic autonomy, financial autonomy, organizational autonomy and staffing autonomy, he

referred to EUA assessment of institutional freedom and the research made in the field. He also presented the results of research on the institutional freedom carried out in countries of EEA and Turkey. In the second part of his keynote speech he paid particular attention to the evaluation of the academic performance and the existing global university rankings. Prof. Zouboulakis opposed the rankings vs academic autonomy and raised the question if the best universities are autonomous. Following the conclusions made at the end of his presentations the audience was invited to ask questions and to share it views on the topics raised in the keynote speech.

#### **4. Work Package 3: Changing Higher Education Institutions in Societies in Transition: case studies**

After the lunch break Angela Niculita from MSU, leader of work package 3, reported on the activities completed in the work package. She expressed her gratitude to the Partner Countries partner institutions for completing the case studies on time and in line with the project schedule. She stressed the fact that the elaboration of the case studies took place during the summer of 2013 when the majority of the people working in academic settings are away from the office. She also thanked Christina, the project coordinator for the strong support and assistance throughout the activities in work package 3. Before giving the floor to the Partner Countries representatives to share their achievements and results in work package 3, Angela reminded the audience on the objectives of work package 3, namely to map out the broader environment and socio-economic conditions in which higher education modernization processes in the partner countries evolve, and to analyze local trends and locally developed good practices of dealing with change at the institutional level. She suggested that the presentations of the case studies shall be grouped around the main challenges these are discussing and responding to, namely: internationalization, increasing competition among higher education institutions, decreasing public funding and limited financial resources, outdated curricula and teaching and delivery methods, irrelevance of graduates' skills to labour market needs, students drop out, demographic problems leading to enrolment decrease, weak links between education, research and innovation, increasing use of ICT in education, weak knowledge-transfer infrastructure at the higher education, institutions and lack of entrepreneurial, creative and innovation skills, reforms in the national legislation leading to major transformations at institutional level, specific transformations or changes in the political and economic environment that had a major impact on the institution.

During the rest of workday the 22 Partner Countries institutions' representatives made short presentations of their case studies and provided insights of the ongoing processes of change at their institutions (See attached the presentations as provided by the 22 partners).

After the presentations the project coordinator informed the partners that the presentation of workpackage 5 and 9 will take place during the Change Agents' Retreat on Friday. She also explained the procedures and organization of the trainings on 23<sup>rd</sup> and 24<sup>th</sup> October. The training sessions are to be led by experts from the EU project partners. The trainings aim at preparing the trainees to become trainers at the local multiplication trainings to be organized and held at the Partner Countries institutions in the period between January and April 2014. For the purposes of the trainings in Bragança the trainees have been divided in two groups. The training schedule for both groups includes lectures, workshops and discussions in the field of leadership and change management. In addition, the trainings during the next days shall contribute to upgrade of the trainees' communication and interpersonal skills.



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

### 3rd PARTNER MEETING

#### MEETING MINUTES

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

**Time:** 9:30 am

**Venue:** Polytechnic Institute of Bragança

**Attendees:** see list attached

During the day the trainees from the Partner Countries have been divided and worked independently in two groups (Group A and Group B). The EU experts provided trainings in leadership and held lectures, presentations and workshops covering themes such as the higher education modernization agenda, the role of educational leadership, theories of leadership, ethics and university – community relations and social responsibility. The training sessions for each of the two groups took place according to a predefined schedules and list of topics as follows:

1. Institutional changes in the University of Thessaly, Greece: the creation of new structures for innovation and entrepreneurship – 12 years of experience  
Prof. Pantoleon Skayannis, University of Thessaly, Greece
2. The strategic plan of a European higher education institution - implementation and challenges  
Martine David, EDUTER Institute at Agrosup Dijon, France
3. European higher education modernization agenda and the role of educational leadership  
Maria de Lourdes Machado, Centre for Research in Higher Education Policies (CIPES), Portugal
4. Organisations and social responsibility  
Anita Shukla, Clevercherry, UK

Each of the four sessions had an overall duration of 1.5 hours including a Q&A session.

In the afternoon the institutional coordinators from the EU partner institutions held a meeting dedicated to the progress in work package 4. The partners discussed the content of the Handbook of Innovative Governance Practices in Higher Education and the contribution each of the five EU higher education institutions will provide to it. It was agreed that for the sake of consistency each the 15 described practices shall follow the same scheme as follows:

1) Background: Aims and targets

2) Implementation: Strategy and actions; Monitoring and evaluation; Funding/ Cost effectiveness; Sustainability/ Transferability

3) Outcomes: Achievements; Success factors; unintended impacts; Strengths and weaknesses.

The EU partners discussed also the guidance materials in leadership and change management prepared in the project and available on the project website for use by the trainees in leadership and change management when preparing for their role as trainers. The EU project partners explored also the opportunities to further develop and extend these guidance materials.



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

### 3rd PARTNER MEETING

#### MEETING MINUTES

**Date:** 24<sup>th</sup> October 2013

**Time:** 9:00 am

**Venue:** Polytechnic Institute of Bragança

**Attendees:** see list attached

In the morning the project institutional coordinators held a meeting dedicated to project management and administration. Christina Armutlieva, the project coordinator and Prof. Todor Radev, President of IUC welcomed the participants at the meeting and thanked them for their persistent work and commitment in the project. In the beginning of the meeting Christina focussed on the results of the field monitoring which took place in Ukraine in July 2012. Christina thanked the team of Cherkassy State Technological University hosting the monitoring session and all Ukrainian partners which took part in it online for their time, efforts and collaboration. After having received the monitoring feedback from EACEA in the end of September, the project coordinator has forwarded this information to all partners. During the meeting of the institutional coordinators Christina once again pointed to the partners the importance of implementing and following the recommendations included in the monitoring feedback. In terms of the first recommendation concerning the principle of rotating membership of the Steering Committee it was suggested that the partner institutions from each of the five Partner Countries and those from the EU nominate a new representative in the Steering Committee every six months. Once set up, the new Steering Committee will have an online session to discuss current issues and topics related to project management and implementation. Christina encouraged the partners to take decision regarding the new representatives of their country in the Steering Committee as soon as possible and to inform IUC so that an online meeting could be planned as soon as possible

Concerning the second recommendation related to peer learning, Christina noted that this process could be enhanced and the peer learning in the project could become more efficient if the partnership starts exploiting the options for exchange of information and online communication provided by the Partner Login

space on the project website. In terms of the networking policy to be discussed and agreed in the consortium it was suggested that the partners make suggestions and share their ideas and insights on how to enhance the inter-country collaboration in the project. In the light of the recommendation to share the External Assessment Report in the project with the Ministry of Education and Science of Ukraine, it was suggested that the other Partner Countries institutions also make efforts to disseminate the report at national level and to public authorities engaged in higher education policy making and implementation. The project coordinator drew the attention of the institutional coordinators to the importance of effective internal dissemination as well so that the project could turn into an asset for all schools and faculties within the partner institutions.

In regard with the last recommendation concerning the possible change of equipment in the Ukrainian partnership, the project coordinator informed the partners that IUC will provide full support and cooperation in the process of submitting a request for authorization for change of equipment to EACEA if the Ukrainian partnership reaches a common agreement on this. Christina reminded the partners from Ukraine that IUC is looking forward to receiving information on their joint decision. As far as the equipment purchase in the other four of the partner countries is concerned, Christina informed the partners that thanks to the professional approach and active cooperation provided by Tea Gergedava from TSU, the equipment in Georgia was purchased before the summer vacation. In Moldova the equipment has also been purchased following the efforts and active support of Angela Niculita from MSU. Thanks to Alexander Markarov from YSU the process of equipment purchase is likely to get finalized soon after the project meeting in Portugal. In Belarus where the project got registered only in the end of August, the process of equipment purchase has not begun yet as the partnership there which is being led by BTEU is currently looking for the best purchasing options.

The procedures of equipment purchase in the five different Partner Countries clearly indicate and provide evidence of the diversity of the systems, national legislations and institutions in the project and the challenges the project partnership is facing. The project coordinator shared IUC's views according to which the biggest challenge in the project management is that there is no *one size fits all* solution. The majority of the institutions are very different in terms of administrative cultures and procedures and the project lead organization strives to provide individual support and full understanding provided it is in line with the Tempus IV programme's rules and regulation. It was once again outlined that the Grant Agreement, the Guidelines for the Use of the Grant, the FAQ and the Partnership Agreements represent the main reference points for all project partners in all project related matters.

According to the Grant Agreement the project coordinator should submit an interim report to EACEA no later than 15<sup>th</sup> April 2014. In order to be able to submit the report on time according to the contractual obligations and requirements, Christina asked the partners to submit to IUC all project reporting documentation concerning the project implementation and costs incurred at institutional level no later than 28<sup>th</sup> February 2014. In the end of the meeting the project coordinator and the legal representative of IUC Prof. Todor Radev thanked the consortium once again for their support and commitment to the project and wished the participants and actors in the training in change management a productive day.

During the second day of the trainings organized at IPB the trainees from the Partner Countries continued working independently in two groups (Group A and Group B). The EU experts provided trainings in change management and held lectures, presentations and workshops covering themes such as change and modernization in higher education, opportunities for change, communicating change, effective

communication, managing change resistance and student engagement in the change processes at the universities. In the morning both groups experienced and participated in the following sessions:

1. Managing change in higher education

Prof. Vesselin Blagoev, International University College, Bulgaria

2. Sharing leadership: Co-creating change

Sarah Digby and Simon Blake, University College Birmingham, UK

Each of these two sessions had an overall duration of 1.5 hours including a Q&A session.

In the afternoon Group A participated in Team building in change management: communicating change and developing change management culture in the organisation. The teambuilding was led by Nedka Dimitrova, International University College, Bulgaria. Group B worked with Polina Mitkova from International University College, Bulgaria and learned to apply new practical approaches to develop effective communication skills.

The trainers on Thursday provided toolkits and training and teaching materials to the trainees to assist and support them when preparing for the trainings at their home institutions. All materials will be also uploaded and available for use on the project website.





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

### 3rd PARTNER MEETING

#### MEETING MINUTES

**Date: 25<sup>th</sup> October 2013**

**Time: 10:00 am**

**Venue: Douro Museum, Regua**

**Attendees: see list attached**

The fourth day of the project meeting was dedicated to the Change Agents' Retreat which aimed at summarizing the achievements of the consortium during the previous three days and at provision of opportunities for reflection and networking. The retreat was organized by the host institution and included workshop-type sessions and wrap-up discussions as well as planning of future project activities which took place in the Douro Museum of Regua. In the afternoon the partners went on a boat trip and visited the town of Mirandela where IPB has located its second campus. In the conference hall of the Douro Museum the partners had a series of work sessions.

#### **1. Work package 5: Trainings in Leadership and Change Management**

Anastaisya Makarenko from NTU Kharkiv Polytechnic Institute, Ukraine presented the activities in work package 5, more specifically those to be completed on behalf of the Partner Countries institutions in the project. In the beginning of her presentation Anastasiya focused on the objectives in work package 5 and explained the general context in which the multiplication trainings at the 23 Partner Countries shall take place. She informed the partners in details on the trainings and the public lectures to be organized and held by pointing out the target groups of these activities and the resources to be utilized. As a result of the trainings and the public lectures the partners shall produce specific deliverables and achieve and complete concrete tangible indicators (number of trainings, number of trainees etc). Anastasiya emphasized the importance of providing appropriate and clear evidence of these results including schedule of training events, attendance lists, photos, videos from the events, event reports; feedback from the participants (questionnaires to be filled out by all participants and interviews taken from a certain number of trainees);

news items on institutional website and press releases. Last but not least, Anastasiya reminded the partners that they are encouraged to keep in touch with the EU experts and trainers when preparing for the trainings so they could receive support and guidance both through the project website consultation section and through emails.

Christina thanked Anastasiya for her presentation. She invited and encouraged the partners to start using more actively the Partner Login space on the project website. IUC is creating accounts for all project team members in the project. By entering the Partner Login space the partners have access to project management documentation, project working files and drafts, deliverables and outcomes. In regard with work package 5 the EU partners have created and uploaded in the Partner Login space guidance materials in leadership and change management. Prospective trainers are invited to read these materials and use all information which they may find relevant for their trainings at home. It is important to outline that the trainers are free to structure the content of the trainings at home according to the needs of their colleagues. The multiplication trainings in work package 5 should be context-sensitive and taking into account the skills and knowledge of the training target group members. Within the Partner Login space an interactive section for communication within the consortium members will be established. Sarah Digby and Simon Blake from UCB are keen to continuing working with the trainees and are planning to start a blog as a way to facilitate and assist the processes of student engagement and sharing leadership at the Partner Countries institutions.

## **2. Work package 6: La MANCHE Virtual Think Tank**

The establishment of a consultation section on the project website is one of the main activities in work package 6. IUC is the leader of this work package and the project coordinator presented its upcoming activities to start in the end of 2013. The activities in this work package are ongoing and will continue to the end of the project life in October 2015. The main objective of these activities is to involve EU and Partner Countries higher education leaders - on both national and international level - in interactive peer learning and exchange of good practices in the field of higher education governance. The enhancement of the processes of peer learning in the La MANCHE project was one of the recommendations of EACEA following the field monitoring of the project in Ukraine in July 2013. It is believed that with starting the activities in work package 6 the project consortium will contribute actively to the completion of this recommendation. The La MANCHE Virtual Think Tank (VTT) is a virtual space for cooperation, exchange of ideas, research, consultation and interaction with stakeholders and will provide a platform for critical analysis and problem solving in the context of the modernization processes in the higher education systems. The La MANCHE VTT will be launched at the fourth partner meeting to take place in June 2014 in Armenia following the elaboration of its founding documents including a mission, vision and values joint statement at consortium level, code of conduct and rules and regulations. At the meeting in Yerevan a workshop on networking and stakeholder involvement will be organized and a La MANCHE VTT panel will be held. Following the official launch of the La MANCHE VTT the partnership will involve and provide continuous support to higher education institutions outside the La MANCHE consortium through the La MANCHE VTT consultation section in the fields of educational leadership and change management. In the end of her presentation of work package 6 Christina took the opportunity to invite and encourage once again the partners to use actively the project website and take advantage of all the opportunities provided by the website for interactive exchange of information and good practices and effective communication in the project.

### **3. Work package 9: Dissemination**

The active use and frequent visit of the project website is part of the dissemination processes as well. Valentina Grigoryan from ANAU, work package 9 leader, took the floor to present the activities in work package 9 and the progress made so far. She presented the Communication and post-project dissemination strategy which has been developed under the leadership of the project team of ANAU and encouraged the partners to continue sharing their views on the strategy. In addition, she asked the partners to update on a regular basis their dissemination calendar. Valentina stress the importance of disseminating effectively the project results both within and outside the partner institutions and the consortium. Along with participating in the project dissemination processes, the project partners are kindly requested to report in due time and provide reliable evidence of the dissemination activities. The dissemination team in the project has elaborated a feedback form template for these purposes. Valentina also provided an overview of the deliverables in work package 9 and referred in particular to the upcoming second newsletter to be issued in December 2013. The first newsletter has been distributed to a very large number of recipients which is the result of the active involvement and engagement of all partner institutions. Valentina thanked the partners for their contribution and commitment to the processes of project dissemination and encouraged them to continue being active spreading the word about the La MANCHE.

### **4. Programming of the next partner meeting**

Kristine Antonyan from YSU informed the partners that the next meeting will take place at YSU during the week commencing 9<sup>th</sup> June 2014. She presented firstly Armenia and then YSU and assured the partners that YSU is looking forward to welcoming them in Yerevan in June.

### **5. Debriefing**

The teams of IUC and IPB provided a short overview of the project activities which took place in Braganca over the last four days and expressed their gratitude to all participants in the meeting for their contribution and active involvement.

### **6. Field trip to Douro**

During the boat trip networking activities, wrap-up discussions and reflections on upcoming events took place. The partners involved in consultations with the project coordinator and the work package leaders.

### **7. Delivering of certificates and closing the meeting in Mirandela**