



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

### 4<sup>th</sup> PARTNER MEETING

### MEETING MINUTES

**Date:** 10<sup>th</sup> June 2014

**Time:** 09:30 am

**Venue:** Yerevan State University (YSU)

**Attendees:** see list attached

**1. Opening address** by Prof. Ruben Markosyan, Vice Rector for student, alumni and public relations affairs at YSU. Ruben welcomed the La MANCHE partners at YSU and outlined that the La MANCHE 4<sup>th</sup> partner meeting is organized during the week of the celebrations dedicated to YSU 95<sup>th</sup> anniversary. The project is a priority for YSU and focuses on issues related to university governance. It includes inter alia activities targeted at students with the aim of developing leadership skills and empowering students to become more actively involved in the university life and governance. In his capacity of Vice Rector for student, alumni and public relations affairs Ruben stressed how important student leadership is for YSU. He wished the La MANCHE partners a productive and successful meeting.

Christina Armutlieva expressed her gratitude to YSU team for organizing the 4<sup>th</sup> project meeting. She also thanked the La MANCHE partners for being present at the meeting in Yerevan. She mentioned that this is the first meeting in the project hosted by a Partner Country institution and also one of the last large-scale partner meetings in the project attended by all project partners. The Project Coordinator referred to the importance of the current meeting in the context of the project developments and logic. The meeting will mark the launch of the La MANCHE Virtual Think Tank (La MANCHE VTT). Within the La MANCHE VTT the project partners will on one hand start to collaborate actively online. On the other hand, following this meeting, the project partners will start outreaching to a large number of stakeholders who will be invited to join the project consortium and to contribute to the project activities. Unlike the project activities during the first 18 months of the project life, the upcoming activities will go beyond the boundaries of the current consortium and will require the support and collaboration of various stakeholders in higher education in the La MANCHE countries.

## **2. La MANCHE project: progress to date and future developments**

Christina Armutlieva outlined the major project results achieved in the period following the previous partner meeting in late October 2013. She provided a detailed account of the Intermediate Report submitted to EACEA on 8<sup>th</sup> April 2014. The Intermediate Report consists of three major parts, namely a narrative report on implementation of the project, tables of achieved/planned results and the statement of the costs incurred. In order to make the project results and outcomes more visible, the Project Coordinator presented to the audience statistics concerning the project events which have taken part during the first 20 months of the project life. 4 project meetings have been organized, 174 staff mobilities took place including the 4<sup>th</sup> project meeting at YSU, 68 Partner Countries representatives have been trained to provide trainings in leadership and change management, 23 three-day local multiplication trainings and 23 public lectures in grassroots leadership have been organized. In terms of project intellectual outputs it was mentioned that the consortium has published a substantial number of publications as envisaged in Work Packages 2, 3 and 4. Although a large number of dissemination events and materials have been produced in the project, the internal and external dissemination of the project and its results remains an area where there is a space of improvement.

Along with the statistical figures on the project outcomes so far, the Project Coordinator presented the statement of costs incurred until 8<sup>th</sup> April 2014 as reported in the Intermediate Report towards EACEA. Due to the fact that no equipment purchase could be processed in Ukraine and Belarus so far and that some of the partner institutions' team members have lower daily rates than those envisaged in the project, the threshold of having spent 70% of the first advanced payment had not been reached at the time of the Intermediate Report submission. Following the 4<sup>th</sup> project meeting and taking into account the staff costs to be claimed following the completion of the activities in Work Package 5, it is expected that the Request for Payment could be submitted in the next two months. In order to be able to send the Request for payment on time, the Project Coordinator would need the full support of the partners who shall send the reporting documents and evidence for costs incurred as soon as possible following the 4<sup>th</sup> project meeting.

Among the themes discussed in the framework of the presentation of project results and future developments was the need to assess and evaluate the quality of the consortium and the communication activities within the project team. In addition, the Project Coordinator expressed her concern regarding the significant delays in equipment purchase in Ukraine and Belarus. She outlined the importance of finalizing these activities as soon as possible and asked the enhanced collaboration of the partners concerned in this process. The upcoming activities in Work Package 6 and 7 were subject to detailed discussion of the La MANCHE VTT Panel held on 11<sup>th</sup> June. Upcoming activities related to quality assurance and evaluation and project dissemination were discussed in the workshops in the afternoon of 10<sup>th</sup> June.

## **3. Work Package 5: Local multiplication trainings in leadership and change management**

Anastasiya Makarenko from NTU KhPI, leader of Work Package 5 provided an overall account of the activities completed so far in the consortium. She focussed on the objectives achieved in Work Package 5 and the main activities which contributed to this, namely the three-day local multiplication trainings for senior and middle management representatives and the public lectures organized at institutional level for the larger academic community including students and lecturers. Anastasiya also referred to the evidence to be collected, collated and retained with the project accounts. She drew the partners' attention to the deadlines for submitting the complete Work Package 5 evidence. The indicators for achieving the activities in Work Package 5 include number of three-day trainings (23) and public lectures (23) organized and

number of senior and middle management members trained (at least 780) and number of public lectures attendees (at least 700). Based on the data received until the beginning of June 2014, the final figures for staff members trained and academic community members attended the public lectures in grassroots leadership will be widely exceeded. This once again underpins the relevance of the project and the high level of interest La MANCHE enjoys among its primary target groups. The statistical data will be finalized after the four Georgian universities in the project also submit the requested data on Work Package 5 activities completed at institutional level.

Following her presentation on the overall completion of Work Package 5 activities at consortium level, Anastasiya provided an account of the trainings and public lecture organized at NTU KhPI. Her presentation was followed by presentations of the other 22 Partner Countries institutions in the project. The presentations and the complete evidence of the events could be found at the project website.

In the afternoon session Ms Lana Karlova from NTO Armenia invited to the meeting presented shortly the activities of the organization. She also assessed briefly the project implementation so far. She stressed the importance of enhancing the dissemination activities, especially concerning the numerous project results and outcomes produced in the framework of Work Packages 2, 3 and 4. She also outlined the importance and relevance of the project activities dedicated to improving the leadership skills and capacities in the Partner Countries institutions where there is a high need of modernizing the governance methods and decision making practices.

#### **4. Work Package 8: Quality assurance**

The workshop in Quality assurance was attended by 14 project team members. The topics discussed at the workshop included Work Package 8 activities implementation with a focus on data to be collected from target users within and outside the consortium over the next 16 months of the project life. Specific attention was paid to the feedback to be provided on major project outputs produced within Work Packages 2, 3 and 4. In addition, the evaluation of the consortium viability and the mechanisms for communication within the consortium shall also become a priority. Last but not least, the Project Coordinator spoke about the procurement of an external expert team to elaborate the External Evaluation Report in the project. Information on the profile of the experts sought and the preconditions for work as stipulated in the application form will be circulated within the consortium with the aim to identify and hire the best possible candidate.

#### **5. Work Package 6: Dissemination**

The workshop was co-organized and co-led by the team of ANAU, Work Package 9 leader and the team of LAC, Ukraine. In the beginning the ANAU team provided a general overview of the dissemination activities envisaged in the project. These are presented in details in the Communication and Post-Project Dissemination Strategy developed and published by the consortium and available to read at the project website (<http://lamanche-tempus.eu/index/page/174>). The presentation focussed on the evidence to be collected, collated and reported in regard with the various dissemination activities organized at institutional level. Examples of good dissemination practices around the consortium were presented.

Tetyana Shtanko from LAC shared the experience of the Ukrainian partner institutions in the field of dissemination. She spoke about the need to create new contacts and to disseminate to larger communities both online through circulation of emails and links to the project website and offline in the framework of vis-à-vis meetings and networking events with stakeholders. In addition, she stressed once again the

importance of publications on the project both at institutional level and outside the La MANCHE consortium in printed and electronic media.

## **6. Summary of the workshops and closing of the first day**



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

### 4<sup>th</sup> PARTNER MEETING

### La MANCHE VIRTUAL THINK PANEL MINUTES

**Date:** 11<sup>th</sup> June 2014

**Time:** 09:00 am

**Venue:** Yerevan State University

**Attendees:** see list attached

#### **1. Workshop in networking: Stakeholder management**

In the beginning of the session Rachel Mason from UCB provided an overview of the different entities, communities and individuals a higher education institution should/could share leadership and co-create with. The session aimed among others at identifying the potential within the La MANCHE institutions and at identifying the restraining forces for change. The partners used the External Stakeholders Mapping Tool and were invited to join a series of interactive exercises with the aim of mapping their own stakeholders. The presentation of Rachel and the toolkit are available for use at the project website.

#### **2. Workshop in networking: Managing and communicating policy changes**

Dr Gergana Dimitrova from IUC project team presented in details the four major stages in the process of managing and communicating policy changes. In the beginning she spoke about how to define the problem and to set the agenda. It is essential to make sure and prove that the problem is a legitimate public concern. A series of essential steps to undertake were outlined such as diagnosing the conditions that cause the problem, campaigning, problematizing and raising awareness, negotiating the problem definition within teams and with partners and stakeholders etc.

The second stage measures are aimed at assembling evidence and constructing policy alternatives (policy options). Following this, it is essential to design the policy proposal by developing a policy instrument mix, developing a delivery organization mix and developing an implementation strategy and plan and a

comprehensive evaluation policy. In the end Gergana focussed on the importance of telling the story and disseminating the policy ideas in the most effective way.

### **3. La MANCHE Virtual Think Tank: presentation and validation**

The La MANCHE Virtual Think Tank Panel was organized with the aim of giving an official start to the activities on the online platform. The think tank launch marks a milestone in the process of project implementation for a number of reasons. Unlike the activities completed to date in the project which involved exclusively the project teams of the 29 La MANCHE consortium members, the activities through the La MANCHE Virtual Think Tank (La MANCHE VTT) will involve a large number of external stakeholders. It goes without saying, that motivating non-consortium members to engage with the project and to contribute directly to the project activities represents a huge challenge.

As a result of the collaboration across the consortium and with stakeholders outside La MANCHE a Strategy for Leading and Managing Change in Higher Education (the La MANCHE Strategy) will be designed and approved for implementation at consortium level. The La MANCHE Strategy elaboration will include a series of measures, the first one being mapping out the stakeholders and identifying the policy changes each of the La MANCHE institutions would focus on. This would happen both online through the La MANCHE VTT and offline in the frame of a large number of networking and dissemination events. In her presentation, the Project Coordinator showed in details the online platform at [www.lamanche-tempus.eu](http://www.lamanche-tempus.eu) and demonstrated how to proceed with the initial registration.

During the session the texts the La MANCHE of founding documents including its mission and vision statements and the code of conduct and the rules for membership were presented and validated. The final version of these will be uploaded on the project website and will be translated in the national languages of the five Partner Countries so that a large number of stakeholders could access these. Special attention was paid to the Consultation Section on the VTT which functions as a blog and provides the major tool for exchange of ideas, opinions and expertise in the field of university governance and change management. The Consultation section within the La MANCHE VTT will sustain its activities also after the project life and will continue to provide consultation and support to higher education institutions outside the consortium. Each of the registered stakeholders will be expected to make and post at least one comment or remark within the VTT. The topics to comment on will be chosen by the La MANCHE institutions which will post at least one statement to initiate a discussion on. The deadline for posting the statements is December 2014.

The La MANCHE institutions will be responsible for facilitating the initiated discussions which should be concluded by the end of March 2015 at the latest. The institution which initiated and facilitated a certain discussion will be responsible for summarizing the results and conclusions and for drafting an at least two page long text to be integrated in the La MANCHE Strategy. The deadline for preparing the summaries to constitute the La MANCHE Strategy shall be no later than end of April 2015. The draft of the La MANCHE Strategy consisting of the texts and statements developed jointly by the partners and the stakeholders will be presented at the five national conferences to be organized in the five Partner Countries in the period of May – June 2015.

In the end of her presentation, the Project Coordinator focussed on the promotion of the La MANCHE VTT. On one hand the VTT shall be put at the heart of all project dissemination activities. On the other hand, the La MANCHE VTT will simultaneously serve as tool for effective project dissemination and will ensure the sustainability of major project activities following the end of the project as agreed in the Communication and Post-Project Dissemination Strategy.

#### **4. Developing the La MANCHE Strategy in the Partner Countries**

Following the presentation and the launch of the La MANCHE VTT within Work Package 6, Vadim Sirkeli from CSU, Moldova, Work Package 7 leader, presented in details the upcoming activities to be completed in Work Package 7. These aim at achieving the project's sixth specific objective, namely to provide a platform for critical dialogue and to promote joint problem solving and interaction among Partner Countries universities and other key stakeholders in higher education. In particular, activities in Work Package 7 will stimulate student grassroots leadership initiatives.

Vadim focussed on the networking events to be organized by the end of September 2014 at the latest at the 23 Partner Countries institutions in the project. Following these, the various stakeholders in the La MANCHE countries, who are willing to engage with the project, shall register for membership in one of the six Transnational Themed Working Groups (WGs) to be established in the project. As members of these groups the stakeholders shall contribute to the elaboration of the La MANCHE Strategy by providing comments and remarks and by sharing expertise and experience via the La MANCHE VTT. Each La MANCHE partner institution shall attract at least six stakeholders to join each of the six WGs.

In September 2014 IUC will host the Young Leaders Academy (YLA), a five-day training in leadership for students of the 28 higher education institutions in La MANCHE. With the aim of networking and project results dissemination, in 2015 in Work Package 7 five national La MANCHE conferences will be organized in the five Partner Countries. In addition, in the end of the project life a final dissemination event will be hosted by ONEU, Ukraine. The finalized La MANCHE Strategy will be presented and actively disseminated at the event. In the end of his presentation Vadim once again drew the partners' attention to the indicators for completion of the activities in Work Package 7. The full presentation of Vadim is available on the project website.

#### **5. Programming and planning of upcoming major project events and activities. Debriefing**

Christina thanked Vadim for his extensive and thorough presentation on the upcoming activities in Work Package 7. She summarized the results of the discussions during the day and once again listed the major upcoming activities according to Work Packages. Concerning the project management and administration in Work Package 1, the Project Coordinator reminded the partners on the importance of timely provision of all project evidence and reporting and financial documents to IUC, the project lead organization. She also informed the partners that the next online SC meeting is scheduled for September 2014 and invitation to attend it through doodle will be sent to the SC members in late July. Despite the fact that the project activities in Work Packages 2, 3, 4 and 5 are completed, enhanced dissemination of the intellectual outputs prepared is crucial for the overall success of the project.

Within Work Packages 6 and 7 the partners will start to collaborate intensively with various stakeholders both online through the La MANCHE VTT and offline in the frame of a number of networking and dissemination events. Concerning the YLA in September 2014 Christina asked the partners whose students need a visa to enter Bulgaria to email their passport details as soon as possible and before the summer holidays. All higher education institutions in the consortium are also invited to submit the names of the selected students along with the minutes of the selection procedure to IUC until the end of June. IUC will prepare the agenda and send detailed information on the five-day training event in July. Anastasiya Makarenko from NTU KhPI asked a question regarding the flight tickets purchase for the students. Corinne Stewart from ASD was interested in receiving information regarding the organization of the students transfers from the airport to Dobrich and their stay on the spot. Christina confirmed that IUC will take care of the whole organization of the YLA including transfers to and from airport, accommodation in Dobrich,

students' social programme etc. Flight tickets and reimbursement of travel costs incurred in regard with the student mobility shall follow the already established mechanisms for costs reimbursement in the consortium.

Regarding the upcoming activities in Work Package 8 Christina mentioned again the data and feedback collection on major project outcomes and the questionnaire to be filled out by the La MANCHE partners on the consortium viability and the communication mechanisms within the consortium.

The activities in Work Package 9 are closely related with those in Work Package 6 and 7. It was stressed that only the effective and enhanced dissemination of the project towards an extended number of internal and external stakeholders could ensure the successful completion of the project as whole. The project dissemination day in the framework of the international conference Education in 21<sup>st</sup> Century: Problems and Challenges organized on 12<sup>th</sup> June on the occasion of the 95<sup>th</sup> anniversary of YSU will provide an excellent opportunity to present the project results to wider audiences including representatives of Armenian universities outside La MANCHE and public authorities and policy makers in higher education. In the end of the day the Project Coordinator thanked all partners for their work and contribution to the meeting.



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

### 4<sup>th</sup> PARTNER MEETING

### PROJECT DISSEMINATION DAY INTERNATIONAL CONFERENCE EDUCATION IN 21<sup>ST</sup> CENTURY: PROBLEMS AND CHALLENGES

### MINUTES

**Date:** 12<sup>th</sup> June 2014

**Time:** 10:00 am

**Venue:** Yerevan State University

**Attendees:** see list attached

#### 1. Plenary session

Opening address and presentation of Prof. Simonyan, Rector of YSU on the peculiarities of university management in Armenia. The international conference themed Education in 21<sup>st</sup> Century: Problems and Challenges was organized on the occasion of YSU 95<sup>th</sup> anniversary and took place simultaneously with the La MANCHE 4<sup>th</sup> partner meeting. The purpose of the combined event was to provide an opportunity for wider La MANCHE project dissemination at YSU and towards various external stakeholders such as representatives of other Armenian universities, NGOs and policy makers.

In the framework of the plenary session Prof. Todor Radev, President of IUC presented IUC good practices in the field of internationalization with a focus on the double degree programmes delivered at the higher education institution. The conference was attended by a large number of Armenian and international academics and experts in higher education governance. The La MANCHE Project Coordinator Christina Armutlieva took the opportunity and presented the project to the wide audience. She spoke about the issues addressed by the project, its main objectives and the constellation of the consortium.

The combined La MANCHE dissemination day at YSU presented an excellent opportunity to disseminate information on upcoming project activities requiring strong engagement from stakeholders and interest groups outside La MANCHE. In particular, the Project Coordinator spoke about the six transnational

themed working groups to be established in the project over the next months. The various stakeholders would engage in the process of drafting and designing jointly the Strategy for Leading and Managing Change in Higher Education (La MANCHE Strategy). The La MANCHE Strategy will be co-created through networking and exchange of ideas and experiences online in the framework of the La MANCHE VTT. The Project Coordinator invited all present stakeholders to register at the platform and to get involved with La MANCHE. After the plenary session members of audience from other Armenian universities approached the project coordinator with practical questions on how to register and what steps to undertake in order to support the project.

## **2. Sections work**

Following the plenary session, the conference participants split in three sections dedicated to such higher education related themes as quality assurance, current problems in higher education and internationalization, science and innovation.

In the framework of the morning session on quality assurance Prof. Marine Chitashvili, Vice Rector of TSU spoke about a topic closely related to La MANCHE, namely transforming universities in transforming societies and how to find place in globalized world. Her presentation was followed by the one of Dr Valiantsina Astafyeva from BTEU, Belarus who presented the results of the case study prepared by BTEU in the framework of Work Package 3. The team of SEUA, Armenia reported on the institution's experience regarding the role of the stakeholders in the process of study programmes improvement and update.

In the section on internationalization, science and innovation Dr Tamara Kasayeva from VSTU, Belarus presented the case study of the institution elaborated in Work Package 3 in La MANCHE and describing the VSTU technological park. La MANCHE project results achieved in Work Package 3 were also disseminated in the presentation of Olesya Gladushyna from EUNU, Ukraine who held a speech on the perspectives for implementation of the knowledge triangle in Ukraine. Dr Valentina Pritcan from USB in Moldova delivered a speech on internationalization in the context of universities' academic autonomy and observed the current and future prospects for this. Dr Cristina Cosciug from SAUM, Moldova presented the university's experience in the processes towards achieving integration in the global higher education space. Last but not least, Dr Yuliia Poliakova from LAC, Ukraine spoke about the place of the Ukrainian higher education institutions in the international educational space.

In the afternoon section on quality assurance Goga Buchashvili from IBSU, Georgia provided an overview of the students' expectations in 21<sup>st</sup> century and in particular focussed on the experience of IBSU. Olga Sibova from CSU, Moldova delivered a speech on the electronic training-methodological complex as a mean of education quality assurance at the university. Ruizan Mekvabidze from GTU, Georgia presented the results of work and research the La MANCHE GTU project team got involved in following the UCB training for trainers in Portugal which focussed on the student's engagement in the production of learning outcomes.

The La MANCHE project and the results produced so far were discussed by the conference participants in the framework of a number of informal conversations as well. The project dissemination day agenda and the presentations of the La MANCHE partners could be found at the project website.