



Tempus

INFORMATION BULLETIN

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La MANCHE: Leading and Managing Change in Higher Education

Dear Reader,

We in La MANCHE are at the end of our three-year-long learning journey. This 36-month project is approaching its end and we are proud of our joint efforts and achievements. We are even prouder of the impact the project dedicated to leadership and change management has made in the partner universities from Armenia, Belarus, Georgia, Moldova and Ukraine.

It goes without saying, that today we know far more about leadership, change management, change in general and higher education modernization and reforms in the Eastern Neighboring Area from three years ago. We feel that the lessons learnt in the field of intercultural communication and awareness and the experience in cross-border academic collaboration are equally important and will have long-term impact on our institutions as well.

Standing at the end of this long journey would made us sad if we were not confident that our collaboration in La MANCHE will continue beyond the project life. This will be secured through the mechanisms established and the activities planned to guarantee project sustainability. You could read about these on p.8 of this bulletin.

In addition, we will continue to cooperate through the Erasmus+ Programme for International Credit Mobility. Thanks to the successful work in La MANCHE, in 2015/2016 the project coordinating institution Varna University of Management will receive a significant share of the total funding allocated to Bulgaria for the Eastern Neighboring Area within Erasmus+, Key Activity 1 Programme and will welcome students and staff from more than 15 La MANCHE universities. New Young Leaders Academy for students and young academics, innovative workshops in talent management and new events to promote the entrepreneurial university concept will be organized and held for the La MANCHE participants in 2016 in Varna, Bulgaria.

La MANCHE may has reached its end but we will continue to collaborate. A lot of inspirational ideas and thoughts have been shared over the last three years. We choose to sum up La MANCHE through Henry Ford's quote on teamwork and cooperation. He once said that "coming together is a beginning; keeping together is progress; working together is success." And La MANCHE is success.

La MANCHE project consortium

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Strategy for Leading and Managing Change in Higher Education (La MANCHE Strategy)

The La MANCHE Strategy was elaborated with the input of various stakeholders in higher education across the ten La MANCHE countries involved. It captures the collective journey of the project consortium members and presents their evolved understanding of the issues of leadership, change management and stakeholder management in academic settings. The strategy reflects the collective experience and knowledge about these topics generated in the process of project implementation and joint work both at institutional and at consortium levels. Like any strategy, the La MANCHE Strategy provides a series of recommendations to close the gap between the current status quo and the desired future. It is based on analysis of the current situation and informed view of the future of the universities.

The strategy priorities are geared towards the achievement of smart, sustainable and inclusive change in higher education institutions from Armenia, Belarus, Georgia, Moldova and Ukraine. Under smart change we mean change which happens through training, professional upskilling and personal development of all members of the academic communities in the universities with the aim to maximize their potential and talent. The investment in people is at the heart of the La MANCHE strategy which is dedicated to the development of leadership skills, talent and change capabilities of the universities' staff members and students.

The main rationale behind the priority for sustainable change is the fact that in today's world uncertainty and changes in all aspects of life and in education are not occasional but constant. This ultimately evokes the development of new attitudes and organizational culture at the universities to create an environment which is reflective of and responsive to the constant changes both inside and outside the institutions.

Inclusive change in the context of the La MANCHE strategy refers to the changes in universities which happen with the support and engagement of all the stakeholders concerned. Isolated top-down decisions for changes made by a close circle of people in power positions and automatically imposed on larger academic communities are no longer feasible. The strategy is focused on building an open dialogue and stakeholder engagement and support for institutional changes in higher education.

Project "Leading and Managing Change in Higher Education"
(La MANCHE)

Tempus IV Programme



Tempus



La MANCHE Strategy

Strategy for Leading and Managing Change in Higher Education
in Armenia, Belarus, Georgia, Moldova and Ukraine



2015

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The La MANCHE strategy chief end is two-fold. On the one hand, the document assists the universities in creating and maintaining competitive advantage by building strong organizational capabilities. In strategic management context, organizational capabilities are key intangible assets referring to the organization's capacity to manage people by combining collective skills, abilities and expertise. These are particularly vital for universities whose main goal is to create and disseminate knowledge and to contribute to the knowledge-based society.

On the other hand, the La MANCHE strategy paves the way and contributes to the creation of entrepreneurial universities in the five Partner Countries which, in the long term, will start operating as dynamic entrepreneurial stakeholder learning institutions. The concept of entrepreneurial university has gained significant importance over the last decade and is in particular relevance to the La MANCHE project and strategy as it maximizes the universities' potential to address the ever increasing uncertainty and complexity in the higher education sector and in society as a whole. In the context of the above stated strategy chief goals, we believe that the strategy's embedding and implementation at the universities involved would lead to the following main developments and improvements at institutional level across the region:

1. Development and maintenance of strong leadership capacities at the senior and middle management level
2. Introduction and embedding of practices for shared/horizontal/distributed leadership which would have equal value and impact as the traditional/vertical leadership
3. Establishment of sustainable mechanisms for talent management
4. Creation of culture of support for change and innovation at the universities through enhancement of the change management capabilities of the both academic and non-academic staff
5. Overall improvement of the organizational culture at the universities
6. Fostering of stakeholder management and networking and engagement with a wide range of stakeholders in all university domains
7. Promotion and enhancement of student engagement policies and initiatives across the universities.

The list of recommended actions and measures in the strategy is forward looking and by no means exhaustive. The universities are encouraged to look for further innovative and creative techniques to achieve smart, sustainable and inclusive change at institutional level. The strategy is designed as a working reference and describes various generic approaches that could be used selectively depending on the concrete contexts or academic environments.



La MANCHE achievements in a nutshell

- Strategy for Leading and Managing Change in Higher Education (La MANCHE Strategy)
- External Assessment Report Leadership and Management Skills and Models in the Higher Education Institutions in Armenia, Belarus, Georgia, Moldova and Ukraine
- Changing Higher Education Institutions in Societies in Transition In-depth Study Report
- Handbook of European Governance Practices in Higher Education
- Student Engagement Toolkit
- Guidance materials and syllabi in Leadership and Change Management

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- 23 local multiplication trainings in leadership and change management organized at the five Partner Countries universities with over 1000 senior and middle management academic and non-academic staff members trained
- 23 public lectures in grassroots leadership and student engagement held at the five Partner Countries universities with over 800 student and more than 600 university staff member attendees
- Young Leaders Academy held at Varna University of Management (former International University College) with over 70 student participants from 28 universities in 10 countries
- 23 local La MANCHE Virtual Think Tank networking events with over 700 participants including external stakeholders such as policy makers, business representatives, other universities representatives as well as civil society activists
- 5 La MANCHE National Conferences and 1 Final Dissemination Conference organized in the Eastern Neighboring Area with approx. 500 participants in total
- La MANCHE Virtual Think Tank community: 6 Themed Working Groups with approx. 900 members including policy makers, business representatives, other universities representatives, students, civil society activists and gender equality advocates
- La MANCHE Virtual Think Tank platform with more than 900 registered users, 27 online discussions initiated on various higher education modernization issues; more than 900 comments and contributions to La MANCHE Virtual Think Tank discussions

La MANCHE National Conference in Armenia

On 19th June 2015 the National Polytechnic University of Armenia hosted the La MANCHE National Conference in Armenia. The event was attended by 75 stakeholders in higher education including policy makers, business representatives and civil organisations representatives in Armenia as well as academics and students from Armenian universities. Ms Gayane Harutyunyan, Head of the Armenian Bologna Follow-Up Group Secretariat, held a keynote speech in which she presented the main achievements of the 2015 EHEA Ministerial Conference in Yerevan. Ms Harutyunyan spoke about the Yerevan Communiqué and acquainted the La MANCHE audience with the Statement of the fourth Bologna Policy Forum. The keynote speech of Ms. Harutyunyan was followed by presentations of the EU partners in La MANCHE as well as by public discussions on La MANCHE related topics initiated and facilitated by the Armenian project partners.

Conference materials and evidence could be found [here](#).



La MANCHE National Conference in Belarus

On 22nd May 2015 the La MANCHE National Conference in Belarus took place in Minsk. The event was hosted by the Belarus State Economic University and was attended by more than 100 participants. The Conference was opened by Dr Valery Borodeniya, member of the Standing Committee of the House of Representatives of National Assembly of the Republic of Belarus on Budget. Dr Igor Titovich, Vice-Rector on Scientific-methodical Work of the Republican Institute of the Higher School, held a keynote speech on the Bologna process in Belarus and presented recent developments and results from the Ministerial Conference in Yerevan in May 2015. The purpose of the event was to present the project and its results achieved so far in Belarus as well as to promote and enhance work on the La MANCHE VTT and the La MANCHE Strategy. In addition, in the framework of the Conference panel discussions on various higher education modernisation topics relevant to Belarus were presented.

Conference materials and evidence could be found [here](#).



La MANCHE National Conference in Georgia

On 23rd June 2015 the International Black Sea University in Tbilisi hosted the La MANCHE National Conference in Georgia. The Conference was opened by Prof. Natela Doghonadze, Vice Rector for Education at IBSU. The project event was attended in total by 97 stakeholders in higher education including policy makers, business and civil society organizations representatives as well as students and faculty from various Georgian universities. Keynote speaker at the La MANCHE National Conference in Georgia was Dr Irine Darchia, Head of Department of Higher Education and Science Development at the Ministry of Education in Georgia. In her presentation Dr Darchia focussed on the internal quality assurance at Georgian universities and outlined the main areas where immediate changes in development at higher education institutions in Georgia are needed. Dr Darchia's speech was followed by the presentation of Mr Lasha Margishvili from the National Center for Educational Quality Enhancement in Georgia. In the afternoon, the La MANCHE partners in Georgia held various public discussions focusing on such higher education modernisation issues as the processes of internationalization in higher education, alumni networking and collaboration, knowledge transfer and curricula relevance to labor market expectations in Georgia.

Presentations and pictures from the La MANCHE National Conference in Georgia could be found [here](#).



La MANCHE National Conference in Moldova

On 12th May 2015 the La MANCHE National Conference in Moldova took place in Chisinau. The event was hosted by the State Agrarian University of Moldova and attended by 105 participants. Among them were representatives of the Ministry of Education, Ministry of Agriculture, Ministry of Tourism and the National Agency for Quality Assurance in Higher Education in the Republic of Moldova. Along with policy makers representatives of business companies and NGOs, students and academics from other HEIs in Moldova participated in the Conference. The purpose of the event was to present the project and its results achieved so far as well as to promote and enhance work on the La MANCHE VTT and the La MANCHE Strategy. In addition, in the framework of the Conference panel discussions on various higher education modernisation topics relevant for Moldova were presented.

Presentations and pictures from the La MANCHE National Conference in Moldova could be found [here](#).



La MANCHE National Conference in Ukraine

On 6th July 2015 Lviv Academy of Commerce hosted the La MANCHE National Conference in Ukraine. Approx. 60 participants from the La MANCHE project and various stakeholders in higher education from Lviv took part in the Conference. Project partners presented the results achieved by La MANCHE in Ukraine and discussed various higher education modernisation issues in the framework of the panel discussions held. The Conference was attended by representatives of V. Dahl East Ukrainian National University (EUNU). The university was evacuated from Lugansk in 2014 and is currently based in Severodonetsk. Ms. Olena Seredina, Head of the International Cooperation Department at EUNU, held a presentation in which she spoke about the recent dramatic events in Lugansk and outlined the new promising developments at EUNU which are taking place after the university relocation.

Evidence from the La MANCHE National Conference in Ukraine could be found [here](#).



Workshop Women in Leadership

On 17th September 2015 in the framework of the 5th and final project meeting hosted by the Gori Teaching University in Georgia, a Women in Leadership workshop was held. The workshop was attended by 46 project partners, 39 of which were women from the 23 Partner Countries universities. The workshop was targeted both at current as well as at prospective women leaders who are part of the leadership pipeline of the universities of Armenia, Belarus, Georgia, Moldova and Ukraine. 5 EU experts and 2 Partner Countries representatives contributed to the workshop. Various topics linked to gender balance in higher education and research as well as to gender equality in society at large were at the heart of the lectures and initiated discussions. The workshop provided an overview of the measures at EU level introduced to meet the challenges of gender equality. Lecturers and trainers presented various approaches on how to deal with the “glass ceiling issues” at personal and organizational levels.

The materials from the workshop could be found [here](#).



Final Dissemination Conference

On 16th September 2015 more than 80 participants took part in the Final Dissemination Conference dedicated to the La MANCHE project achievements and impact. The Conference was observed online by over 240 followers from the La MANCHE countries. During the plenary session, the project coordinator and various Work Package leaders promoted the main outcomes of La MANCHE including the La MANCHE Strategy. A keynote speech on the entrepreneurial university concept was held by Prof. Pantelis Skayannis from the University of Thessaly in Greece. In the afternoon, conference participants split in panels and discussed the impact of La MANCHE at the 23 Partner Countries institutions.

Materials and presentation from the Conference could be found [here](#).



Final Project Meeting

On 15th September 2015 the Gori Teaching University hosted the 5th and final project day of La MANCHE. The official opening of the three-day meeting was attended by Dr Stephen Stock, Deputy Head of Operations at the Delegation of the European Union to Georgia. In his speech Dr Stock underlined the importance of project sustainability and the consortium's ability to maintain the established cooperation beyond the project life. He, as well as Assoc. Prof. Todor Radev, President of Varna University of Management, spoke about the opportunities for further collaboration provided by the Erasmus+ programme.

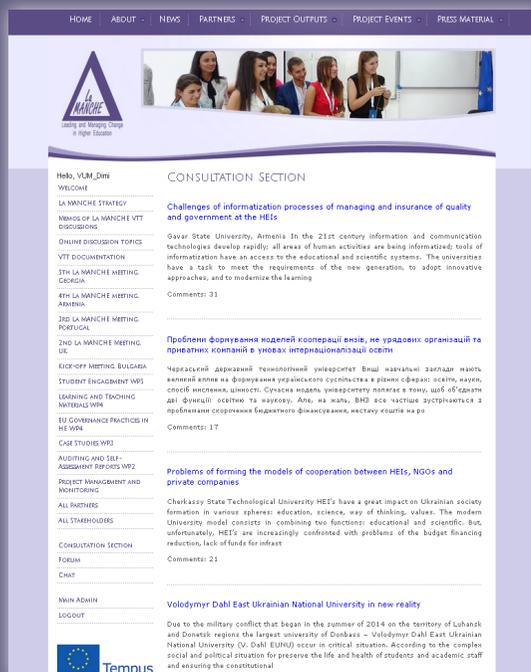
The final La MANCHE meeting in Gori was attended by various external stakeholders and policy makers in higher education, including a representative of the Ministry of Education in Georgia, the Mayor of the city of Gori, Mr Zurab Jirkvelishvili, as well as representatives of the City Hall of Gori. During the project day opening, an overview of the project progress and achievements was made by the project coordinator. In addition, a draft of the Strategy for Leading and Managing Change was presented and validated. In the afternoon, the project partners participated in workshops dedicated to work in WP7 and WP9. The agenda also included a session dedicated to project sustainability and synergies.



Project Sustainability

During the final project meeting held in Gori, Georgia a specific session was held on project sustainability, post-project activities and synergies. These have also been identified in the [Communication and Post-Project Dissemination Strategy](#) adopted by the consortium at the project initial phase. The following main measures and activities are planned to guarantee the La MANCHE sustainability beyond the project life time:

- Continuous implementation of the La MANCHE Strategy
- Annual multiplication trainings in Leadership and Change Management at the 23 Partner Countries institutions
- Annual public lectures in Grassroots Leadership at the 23 Partner Countries institutions
- Provision of consultation and expertise in the field of higher education governance and modernisation through the La MANCHE Virtual Think Tank platform
- Transnational Themed Working Groups with various stakeholders in higher education in the 5 Partner Countries involved including policymakers, business representatives, other universities representatives, students, civil society activists and gender equality advocates
- Project dissemination at external events
- Policy recommendations and papers through face-to-face meetings with policy makers, presentations at policy-related events, initiation of and contribution to public debates within the media, etc.





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LA MANCHE IN SOCIAL MEDIA

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