

# Изменение менеджмента в системе высшего образования. Опыт Европы



Tempus



Leading and Managing Change  
in Higher Education



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**Comrat, 30th April 2014**

# *Tempus-LA MANCHE, цели:*

- Продвижение модернизации системы высшего образования в странах партнёрах: Молдова, Украина, Грузия, Армения и Беларусь.
- Создание управленческих, организационных и инновационных возможностей в ВУЗах партнёрах
- Поддержание устойчивого диалога в реформе образования между заинтересованными сторонами
- Создание конкурентной системы высшего образования

Сайт проекта

[www.lamanche-tempus.eu](http://www.lamanche-tempus.eu)

[www.kdu.md](http://www.kdu.md)

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## LA MANCHE: LEADING AND MANAGING CHANGE IN HIGHER EDUCATION

The La MANCHE project is funded by Tempus IV programme and aims at promoting the modernisation of higher education in Armenia, Belarus, Georgia, Moldova and Ukraine. The project is prompted by efforts to develop leadership skills and to introduce the culture of streamlined change management in academic settings in the context of national and international modernisation processes in higher education. Over a period of three years the project will stimulate sustainable dialogue on higher education reforms among relevant stakeholders in the respective countries. In addition, La MANCHE aims at empowering students to become more actively involved in the decision making processes at the universities.

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# Результаты деятельности

- Разработан опросник и проведено исследование проблем и возможностей ВУЗов партнёров. По результатам подготовлен отчёт (in-depth study).

- ВУЗы партнёры из ЕС подготовили внешний оценочный отчёт (External assessment report) с рекомендациями.

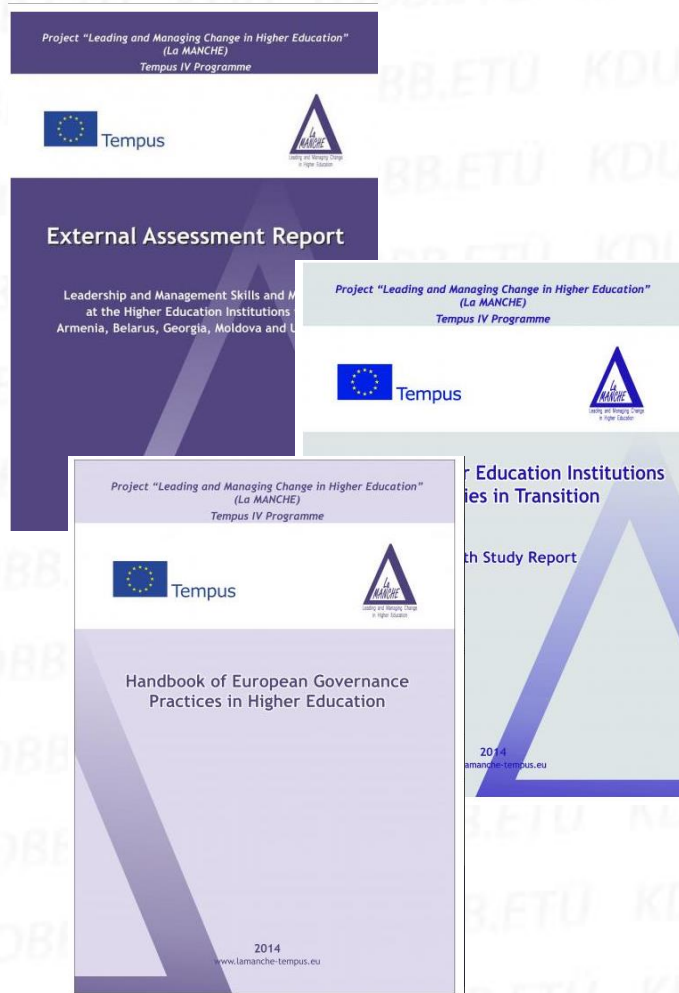
Подготовлено и опубликовано 2 информационных бюллетеня.



# Проблемы ВУЗов

- 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- outdated curricula and teaching and delivery methods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.

# Внешние рекомендации и отчёты



## External Assessment Report

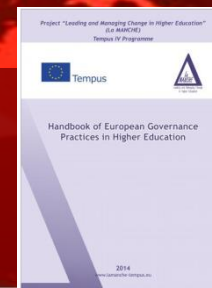
## Changing Higher Education Institutions in Societies in Transition

## Handbook of European Governance Practice in Higher Education

## **Ключевые проблемы:**

***Strict hierarchy***  
***Bureaucracy***  
***Lack of Autonomy***

# Handbook of European Governance Practice in Higher Education



**University of Thessaly, Greece: The University of Thessaly  
Quality Assurance Unit**

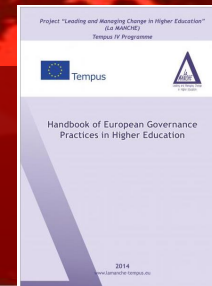
**University of Thessaly, Greece: The Creation of New  
Structures for Innovation and Entrepreneurship: 12 Years of  
Experience**

**University College Birmingham, United Kingdom:  
Collaborative Provision in Higher Education: a Successful  
Partnership between University College Birmingham and  
QHotels**

**University College Birmingham, United Kingdom: Sharing  
and Co-creating with Students in Higher Education**



# Handbook of European Governance Practice in Higher Education



**Polytechnic Institute of Bragança, Portugal: Implementation of Internal Quality Management System**

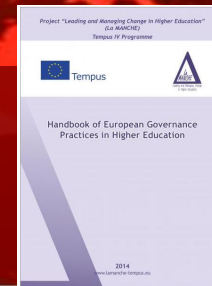
**Polytechnic Institute of Bragança, Portugal: Promoting Entrepreneurship and Innovation**

**. Polytechnic Institute of Bragança, Portugal: Changing Institutional Governance Structures**

**International University College, Bulgaria: Collaboration between IUC and HRC Culinary Academy, Bulgaria: Enhancing Transparency and Synergies between Levels 5 and 6A of the National Qualifications Framework**

**International University College, Bulgaria: Promoting Lifelong Learning**

# Handbook of European Governance Practice in Higher Education



**International University College, Bulgaria: External Stakeholders Management and Establishment of Center for Strategic Partnerships**

**AgroSup Dijon, France: Curricula Reform of the Engineering Degree Programmes**

**AgroSup Dijon, France: Incorporating Sustainable Development into the Institutional Governance Processes: The Green Plan**

**AgroSup Dijon, France: The Strategic Plan of a European Higher Education Institution: Implementation and Challenges**

# **Changing Higher Education Institutions in Societies in Transition**

**Economic and social transformations in Armenia, Belarus, Georgia, Moldova  
and Ukraine and their impact on the higher education systems and  
institutions**

**Implementation of information technologies at the Comrat State University:  
Comrat State University, Moldova**

**Public-private partnership “Development and modernisation of students  
accommodation infrastructure”: Moldova State University, Moldova**

**Experience of social partnership and cooperation with labour market: Alecu  
Russo Balti State University, Moldova**

**Experience in assessing students skills and knowledge: State Agrarian  
University of Moldova, Moldova**

# Changing Higher Education Institutions in Societies in Transition

**Quality assurance and internationalization: Yerevan State University, Armenia**

**Students activities to encourage school-leavers to enter Belarusian State Economic University: Belarusian State Economic University, Belarus**

**Government reforms and their effect on higher education institutions in Georgia: Caucasus University, Georgia**

**Management of educational programmes integrated with vocational secondary education: Belarusian Trade and Economics University of Consumer Cooperatives, Belarus**



# Changing Higher Education Institutions in Societies in Transition

**Internationalization through international education programme implementation: National Technical University Kharkiv Polytechnic Institute, Ukraine**

**Development of partnership between university and enterprises: Volodymyr Dahl East Ukrainian National University, Ukraine**

**Mismatch of graduates skills to labour market needs: Problems and methods of overcoming them: Lutsk National Technical University, Ukraine**

**Management of lifelong education system at university: Odessa National Economic University, Ukraine**

**Novel approaches to the design and implementation of dynamic curricula based on University – Industry Cooperation Models: State Engineering University of Armenia (Polytechnic), Armenia**

# **Предстоящие события**

**Летняя школа для студентов Leadership Academy  
7-14 сентября 2014 года, Варна, Болгария**

**Национальная конференция TEMPUS, посвящённая  
реформе и модернизации ВУЗов Молдовы  
4-7 мая 2015 года, Комрат, Молдова**

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**Спасибо за внимание!**

