



Tempus



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

## TEMPUS IV Programme

**La MANCHE kick-off meeting  
20<sup>th</sup> – 22<sup>nd</sup> 2012, Dobrich, Bulgaria**



# Tempus Programme Objectives

**Overall objective of Tempus:** to support the modernization of higher education in the EU's surrounding area (Eastern Europe, Central Asia, the Western Balkans and the Mediterranean region).

**Specific objectives:**

- To promote the reform and modernization of higher education in the Partner Countries;
- To enhance the quality and relevance of higher education to the world of work and society in the Partner Countries;
- To increase the capacity of higher education institutions in the Partner Countries and the EU, in particular their capacity to cooperate internationally and to continually modernize;
- To assist them in opening up to the world of work and the society at large;
- To foster the reciprocal development of human resources;
- To enhance mutual understanding between the peoples and cultures of the EU and the Partner Countries.



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## Tempus Programme Themes

**Curricular Reform:** modernization of curricula in academic disciplines identified as priorities by the Partner Countries

**Governance Reform:** university management and services for students, introduction of quality assurance, institutional and financial autonomy and accountability, equal and transparent access to higher education and development of international relations

**Higher Education and Society:** training of non-university teachers , development of partnerships with enterprises, knowledge triangle education-research-innovation, training courses for public services (ministries, regional/local authorities) , development of lifelong learning in society at large and qualifications frameworks



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# La MANCHE project priorities and chief objective

**Tempus programme theme:** Governance reform

**Tempus programme regional priority:** University management and students services in Armenia, Belarus, Georgia, Moldova, Ukraine.

**La MANCHE overall objective:** to promote the modernization of Partner Countries' higher education by:

- (1) building governance and management capacities at Partner Countries' HEIs,
- (2) initiating sustainable dialogue on HE reforms among relevant interest groups and
- (3) empowering students to become more actively involved in decision making at HEIs.



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## La MANCHE target groups

**Primary target groups:** senior managers, deans of faculties, heads of administrative units, heads of departments, faculty, and the student community at Partner Countries HEIs

**Secondary target groups:** senior managers, academic and non-academic staff, and students of other HEIs in the target Partner Countries, as well as policymakers, representatives of business and civil society



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## La MANCHE consortium

**Project coordinator:** IUC, BG

**29 institutions:** 28 HEIs and 1 business development company from the UK

6 EU partners and 23 non-EU partners

**10 countries represented:** 5 EU (BG, FR, GR, PT, UK); 5 non-EU countries from the Eastern Neighboring Area (AM, BY, GE, MD, UA)

Partner Countries HEIs: 4 AM, 4 BY, 4 GE, 4 MD, 7 UA.



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# La MANCHE duration and funding

## Project budget

Total project finance: 930 724,52 EUR

Total Tempus grant: 837 652,06 EUR

Total co-financing: 93 072,46 EUR

**Duration:** 36 months

15<sup>th</sup> October 2012 – 14<sup>th</sup> October 2015



## TEMPUS IV - Fifth Call for proposals, 23 February 2012

Development	DEV
Quality Plan	QPLN
Dissemination	DISS
Exploitation	EXP
Management	MNGT

**Table 1**

### WORKPLAN & WORK

WP Type	WP Number	Activities (as indicated in the LFM)	Month																																						
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36			
MNGT	WP1	Project Management	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	
DEV	WP2	Analysis of Leadership and Management Skills and Models		O	O	O	O	O	O																																
DEV	WP3	Changing HEIs in Societies in Transition: In-depth Study Report								O	X	O	X	O	X	O	X																								
DEV	WP4	Innovative Governance Practices in Higher Education									O	O	O	O	O	O	O																								
EXP	WP5	Trainings in Leadership and Change Management													X	X	X	X	X	X	X	X																			
EXP	WP6	La MANCHE Virtual Think Tank																O	X	O	X	O	X	O	X	O	X	O	X	O	X	O	X	O	X	O	X	O	X	O	X
EXP	WP7	Developing the La MANCHE Strategy in PCs																																							
QPLN	WP8	Quality Assurance and Evaluation	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	
DISS	WP9	Dissemination	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX	OX





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# La MANCHE Work Packages

## **3 Development WPs**

WP2 Analysis of Leadership and Management Skills and Models

WP3 Changing HEIs in Societies in Transition: In-depth Study Report

WP4 Innovative Governance Practices in Higher Education

## **3 Exploitation WPs**

WP5 Trainings in Leadership and Change Management

WP6 La MANCHE Virtual Think Tank

WP7 Developing the La MANCHE Strategy in Partner Countries

## **3 supporting WPs**

WP1 Management

WP8 Quality Assurance

WP9 Dissemination



# 1. La MANCHE specific objective

To map out current leadership skills and prevalent management models at Partner Countries HEIs in view of identifying shortcomings and areas in which capacity building and reform are needed (WP2) → **Self-assessment and external analysis of the leadership and management skills and models at Partner Countries HEIs**



## 2. La MANCHE specific objective

To map out the broader environment and socio-economic conditions in which HE modernization processes in Partner Countries evolve, and to analyze local trends and locally developed good practices of dealing with change at the institutional level (WP3)

→ **Changing Higher Education Institutions in Societies in Transition: In-depth Study Report**



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### 3. La MANCHE specific objective

To transfer context-sensitive good governance practices and models for effective leadership and change management from EU HEIs to Partner Countries HEIs (WP4) → **Handbook of Innovative Governance Practices in Higher Education in the EU**



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## 4. La MANCHE specific objective

To transfer context-sensitive good governance practices and models for effective leadership and change management from EU HEIs to Partner Countries HEIs (WP4) → **Handbook of Innovative Governance Practices in Higher Education in the EU**



## 5. La MANCHE specific objective

To involve EU and Partner Countries HEI leaders - on both national and international level - in interactive peer learning and exchange of good practices in the field of HE governance (WP6) → **La MANCHE Virtual Think Tank and a number of networking events**



## 6. La MANCHE specific objective

To provide a platform for critical dialogue and to promote joint problem solving and interaction among Partner Countries HEIs and other key stakeholders in higher education; in particular, to stimulate grassroots leadership initiatives among students (WP7) → **6 Transnational Working Groups with representatives of HEIs outside La MANCHE, student organizations, policymakers, business representatives, civil society, gender equality**



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## 7. La MANCHE specific objective

To develop and promote a context-sensitive strategy for leading and managing change in HE in the Eastern Neighboring Area (WP7) → **Strategy for Leading and Managing Change in Higher Education**





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## 8. La MANCHE specific objective

To raise awareness on the European higher education modernization agenda and the need for HES reform in the Partner Countries (WP9) → **Through 5 national conferences on modernization-related change in the Partner Countries and one final international conference in Ukraine in September 2015**



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**Thank you for your attention!**

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