

*Project “Leading and Managing Change in Higher Education”  
(La MANCHE)*

*Tempus IV Programme*



Tempus



## **Communication and Post-Project Dissemination Strategy**

**2014**

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# **Communication and Post-Project Dissemination Strategy**

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**Edited by: Gergana Dimitrova**

**Authors:**

**Valentina Grigoryan, Armenian National Agrarian University, Armenia**

**Satenik Avagyan, Armenian National Agrarian University, Armenia**

**Gergana Dimitrova, International University College, Bulgaria**

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## **Table of contents**

|   |             |
|---|-------------|
| <b>1. Introduction</b>  | <b>4.</b>   |
| <b>2. Identification of communication, visibility and PR activities necessary for achieving project results</b> | <b>6.</b>   |
| <b>3. Dissemination and communication mechanisms and channels</b>   | <b>8.</b>   |
| <b>4. Milestones in the process of promotion and dissemination</b>  | <b>10.</b>  |
| <b>5. Target groups and audiences for each activity</b>   | <b>70.</b>  |
| <b>6. Identification, cost/benefit analysis and financing of post-project dissemination activities</b>          | <b>107.</b> |
| <b>7. Possibilities for synergies and multiplier effects</b>  | <b>109.</b> |

# 1. Introduction

This strategy is an integral part of the overall strategy for the implementation of the Project “Leading and Managing Change in Higher Education” and is applicable to the dissemination, promotion and sustainability enhancement activities implemented by the La MANCHE consortium. It is intended to streamline the continuous process of making and implementing decisions for promotion of research, awareness raising and capacity-building activities at different levels with the aim of achieving the project’s objectives and ensuring sustainability of results and impact. The strategy is coherent with the objectives of the project, as well as with the project’s work programme and timetable, the Project Management and Monitoring Plan and the Quality Control Plan.

The project’s overall objective is to promote the modernisation of PCs’ higher education systems by building governance and management capacities at PC HEIs, engaging relevant interest groups in sustainable dialogue on institutional reforms in HEIs, and empowering students to become more actively involved in decision making at HEIs. Thus, the purpose of this strategy is to support the consortium’s dissemination efforts in view of allowing all partner institutions to achieve maximum efficiency in initiating public discussion and collecting the views and opinions of various stakeholders on issues related to reforms, modernisation and innovation in higher education.

## **Main principles**

Several broad principles will guide the implementation of the strategy:

- All activities will be based on team efforts and should involve all relevant members of the consortium. Coordination among the La MANCHE consortium partners is essential for achieving effectiveness of communication and post-project dissemination.
- The members of the La MANCHE consortium will identify individual persons who would bear responsibility for implementing communication and sustainability-enhancing activities.
- The members of the La MANCHE consortium will strive to coordinate with the La MANCHE management team any communication and sustainability-enhancing activities that are not mentioned in this strategy but that they plan to undertake within their institutions.
- Each publication or product within the project will be prepared with a clear audience and purpose in mind, and it should have a preliminary message and dissemination schedule. In addition, the Tempus IV visualization rules will be strictly observed.

- The La MANCHE consortium members will strive to achieve the right balance between formal and informal mechanisms of communication with their broader institutional and policy environment. While the project work programme mostly focuses on the formal mechanisms of communication and dissemination, informal channels are equally important and would require involvement and commitment from the persons taking part in project implementation. One of the difficulties of projects of this nature is that, while the project team understands both what the project is trying to achieve and how the wider community within the institution could benefit from the its successful implementation, the target audience – i.e. this very same community – need not necessarily understand the precise objectives of the project or appreciate its potential beneficial impact. Therefore, at the institutional level – and often through informal channels – the project teams of each particular consortium member might need to search for ways to articulate in clear, concise and accessible way what the project is about and why it is important.

## 2. Identification of communication, visibility and PR activities necessary for achieving project results

In view of achieving effective dissemination, the following approach to communication, visibility and PR activities will be implemented:

- La MANCHE consortium partners will mobilize their **networks of partners at the local, regional and national level** in view of raising general awareness of the project, attracting supporters and promoting project outputs.
- La MANCHE consortium partners already have **established channels of media relations**. They will strive to utilize these channels in the best possible way in view of achieving visibility of the project at the local, regional and national level.
- La MANCHE consortium partners will present the project and promote its results during **other relevant events** organized within their own institutions or by partner institutions.
- Project teams within La MANCHE consortium partners will utilize all possibilities presented by the **publishing activity within their own institutions** to promote the project and its results. Relevant internal publications, such as website news and content, information bulletins (electronic or printed), brochures, student newspapers, etc. can be a suitable medium for promoting the project within the institution (including among students) and among local networks of partners and stakeholders.
- La MANCHE consortium partners will utilize all available opportunities to make the project visible to **policymakers** at the local regional and national level, including through targeted emailing of project outputs.
- The project **Facebook space** will complement the website of the project. It will be used by all partner institutions to share information related to the general topic of the project, as well as to present achieved results or activities within particular institutions. The content will be less formal, more interactive and broader in terms of issues than the website of the project. This approach would allow the consortium to maximize and facilitate day-to-day interaction among project team members, supporters, researchers, followers and other persons involved with or interested in the project, while also maintaining – through the website – a streamlined, concise, focused and user-friendly presence on the web that would benefit the overall visibility of the project.

- **Live streaming and a YouTube channel** will be used to make the main events accessible to a wide group of stakeholders, supporters, researchers and followers.
- **Electronic mailing lists** will help maintain and facilitate contacts within and beyond the La MANCHE consortium. The e-mail will be one of the primary means of engaging stakeholders, particularly the highly critical and relevant groups. An electronic mailing list for the La MANCHE project has already been established, and it serves the purposes of internal project communication. This **consortium-level list will be complemented by institution-level emailing lists** of contacts relevant to the project, which project teams within each institution will develop, maintain, expand and use for the purposes of effective dissemination and implementation of the work programme.
- The La MANCHE project envisages the use of **focus groups** as a mechanism for external communication. Focus groups can provide input at different stages of implementing the work programme: identification of opportunities, threats, trends and needs. The approach will be centered on obtaining deeper insights into the governance process within the participating PC HEIs. The focus groups will discuss issues related to institutional management models, reporting relations and interpersonal communication patterns. The groups will contribute to a deeper understanding of the contexts of management and processes within the institutions. The focus groups will also enable positive interaction with other stakeholders. When selecting focus group participants, the La MANCHE consortium partners will use the contact lists, stakeholder analysis, desk research as well as the results from discussions and interviews with key stakeholders.
- Communication within the La MANCHE consortium will often need to be managed through the formation of ad hoc **working groups**, which will address specific issues and undertake concrete tasks.

### **3. Dissemination and communication mechanisms and channels**

#### *Project website and other web-based tools*

The project website - <http://www.lamanche-tempus.eu/> - will be one of the main dissemination channels. It will be a key source of information available to different categories of stakeholders, the first point of contact, and a mechanism for ongoing communication with external audiences. It will also enable effective consultation with motivated and proactive stakeholders. The website will be publicized by the consortium partners at project events and at other related events. The individual partners will also publicize the website within their own networks of contacts. The La MANCHE website is designed to be informative yet uncomplicated for use, with concise content that would ensure smooth communication with diverse categories of stakeholders and external audiences. In addition to the website, a Facebook page and a YouTube channel will be used, as described above.

#### *Conferences*

Conferences are a means of developing national and international contacts and partnerships with key stakeholders and opinion leaders. They allow for direct, face-to-face communication and discussion.

#### *Publications in printed and electronic media*

As part of its dissemination strategy, the Consortium will utilize targeted publications in the media in order to communicate key messages and to inform the public about major events or achieved results. This is one of the specific dissemination activities included in WP9. Each partner will seek to maximize the impact of the publications by selecting respected media outlets with wide coverage. In addition, consortium members will strive to ensure that – whenever possible – the media information they have published is also published online on the websites of the targeted media. This would allow other web-based media to re-publish or link to the information. The consortium will attempt to develop a basic common project narrative – i.e. key information about the project, the funding programme and the main objectives – that will serve as the baseline for media publications and will ensure consistency of the disseminated messages across the project countries.

#### *Internal publications*

As noted above, each consortium member produces internal publications, such as institutions' websites, printed and electronic bulletins, students' newspapers, etc. These internal publications are an excellent and cost-efficient way of promoting the project and disseminating its key messages and results to persons within the institutions, including students. Many of these publications also reach key stakeholders. It is the task of each project team at the particular institution to ensure the adequate presentation of La MANCHE activities and products in such internal publications.

### *Workshops*

Workshops are an essential means of knowledge dissemination. La MANCHE will use workshops to discuss, present and deliberate project-related matters and findings.

### *Additional dissemination channels during project implementation*

- Dissemination at external events  
The La MANCHE consortium will seek to establish and maintain contacts with other relevant projects (financed by the EU or by other grant organizations) in order to ensure wider impact of project activities and wider dissemination of project results. The consortium partners will utilize all opportunities to present the project and its activities at other relevant events, especially if the events have high dissemination potential and involve stakeholders that are key to the project. Major events organized by the consortium institutions – even if unrelated to the La MANCHE work programme – are excellent opportunities to achieve wider dissemination in a cost-effective way. The consortium partners will try to deliver presentations and talks that link the La MANCHE agenda to the agenda of the external events.
- Policy recommendations and papers  
A major objective of the project is to promote modernisation and reforms in higher education. Communicating the project messages to policymakers is key to achieving this objective. Therefore, the consortium members would use any opportunity to present the policy recommendations stemming from the La MANCHE project to policymakers at all relevant levels in their countries. Such presentation can take the form of communicating policy recommendations in face-to-face meetings with policymakers at relevant events, publishing or presenting policy papers or discussion papers, initiating public debates within the media, etc.

## 4. Milestones in the process of promotion and dissemination

### *Organization of communication and dissemination activities*

#### Dissemination embedded in development and exploitation work packages

In view of maximizing the impact of dissemination efforts without direct pressure on the budget, the La MANCHE consortium will purposefully embed dissemination into activities that are aimed at research, development of intellectual outputs and exploitation of project results. Each of these activities will be linked to particular dissemination objectives and milestones, and for each of them the La MANCHE consortium will specify dissemination and communication objectives, communication channels and key message(s). The underlying rationale is to utilize as much as possible the inherent dissemination potential of the consortium.

- Embedded dissemination activities will be implemented in all five PCs. It is therefore very fortunate that these countries are represented in the consortium by more than one institution. In addition, the major activities are directly relevant to wide primary and secondary target groups. If each PC HEI makes efforts to reach as many of its faculty, students and stakeholders during the regular project activities, the project will enjoy wide outreach without the need to dedicate funds for promotion. The La MANCHE consortium will strive to communicate many of the project messages in the local languages. It will be the primary task of each La MANCHE consortium member to ensure that research findings, as well as concrete and concisely presented replicable models and innovative practices of effective leadership and change management at HEIs could reach all interest groups within the participating institutions (senior management, administration, academics, students, stakeholders from the wider environment of the HEI, etc.).
- Part of the work programme involves building up networks and forming working groups with major relevant stakeholders (policymakers, business/enterprises, labour market institutions, civil society, student organizations, HEIs outside the consortium). These activities are crucial for the dissemination strategy of the La MANCHE consortium. Modernisation processes in the sphere of higher education and their implications on the institutional level are issues that resonate with all major project stakeholders. The direct relevance of the La MANCHE project will facilitate stakeholder involvement and the transversal promotion of project results across PCs' HEIs and societies. The

stakeholder-oriented activities therefore present excellent opportunities to convince the target groups that the project is relevant and beneficial not just for the particular HEI, but also for the broader society. While it could be argued that direct promotion of the project to stakeholders could be met with some scepticism, collaborative problem-solving activities between the HEI and the stakeholders are likely to convince the latter in the existence of mutual interests and to motivate them to assume ownership of the results achieved in the course of the project. For the dissemination potential of stakeholder-oriented activities to be realized, these activities have to be organized in the form of less formal peer-to-peer interaction, open discussion and joint interactive problem-solving activities rather than in the form of presentations and lectures.

- All events with wide target groups will be streamed live on the Internet. The La MANCHE consortium will also use Facebook to popularize the live streamed events.

#### Activities specifically aimed at dissemination

The work programme includes a number of activities specifically aimed at dissemination:

- Online presentation of the project through the La MANCHE website;
- Distribution of printed flyers, printed project leaflets and regular electronic Information Bulletins among stakeholders in the La MANCHE countries;
- Publications in printed and electronic media – 6 per country;
- 6 press conferences held after major project events (1 in Bulgaria and 5 in the PCs);
- Organization of final dissemination event “La MANCHE Strategy: Presentation and Dissemination”.

#### *Milestones*

In view of the project’s specific objectives, the following milestones of achievement have been identified:

**Specific Objective 1:** to map out current leadership skills and prevalent management models at PC HEIs in view of identifying shortcomings and areas in which capacity building and reform are needed

| WP | Activity | Type of activity | Milestone (Planned) | Partners responsible | Dissemination and | Channels of communication |
|----|----------|------------------|---------------------|----------------------|-------------------|---------------------------|
|----|----------|------------------|---------------------|----------------------|-------------------|---------------------------|

|   |   |  | <b>completion date)</b> | <b>e for embedded dissemination</b> | <b>communication objectives and messages</b>  |  |
|---|---|--|-------------------------|-------------------------------------|---|--|
| 2 | Elaboration of Audit and Self-assessment reports by PC HEIs | Research/development of intellectual outputs | 28.02.2013              | Each PC HEI                         | <p>The reports will be developed in collaboration with a large number of representatives of the particular institution, including management, staff, faculty and students.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the direct relevance of the project to the participants in the self-assessment and urge them to provide concrete and honest input into the self-assessment process</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among the persons involved in self-assessment: adequate understanding of the task</li> <li>- within the institution: adequate understanding of the project objectives and</li> </ul> | <ul style="list-style-type: none"> <li>- informal communication channels (personal meetings, email communication and face-to-face communication between project teams and HEI representatives that are not directly involved in project implementation</li> <li>- website of project</li> <li>- project's Facebook space</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> </ul> |

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|    |   |  |            |                          | <p>its future impact</p> <ul style="list-style-type: none"> <li>- within the institution: increased awareness of the EU's agenda for the modernisation of higher education</li> <li>- among the participants in the self-assessment: sustained interest in the further progress of the project (to be evaluated over the project lifetime)</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Feedback from the persons involved in the self-assessment, where relevant</li> </ul> |   |
| 2. | <p>Organization of Workshop on Leadership in Higher Education "Reaching Excellence in Education through Effective Educational Leadership"</p> | <p>Research/ Development of intellectual outputs</p> | 10.05.2013 | All partner institutions | <p>The event will be targeted at key representatives of the main target groups, as well as online viewers</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- promote the EU's agenda for</li> </ul>   | <ul style="list-style-type: none"> <li>- formal communication channels (presentations)</li> <li>- website of project</li> <li>- live streaming of the event</li> <li>- project's Facebook space</li> <li>- project's YouTube channel</li> <li>- informal communication channels (face-to-face communication)</li> </ul> |

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|  |  |  |  |  | <p>the modernisation of higher education and stress the importance of educational leadership and change management</p> <ul style="list-style-type: none"> <li>- raise awareness of the changing role of HEIs in societies</li> <li>- promote the key elements of good governance in higher education</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- within partner institutions: adequate understanding of the project objectives and its future impact</li> <li>- among the participants: adequate understanding of educational leadership and change management</li> <li>- within the participating institutions and among the online viewers: increased awareness of the EU's agenda for the modernisation of higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Feedback from</li> </ul> | <p>between the project teams and HEI representatives that are not directly responsible for project implementation</p> <ul style="list-style-type: none"> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> </ul> |
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**Specific Objective 2:** to map out the broader environment and socio-economic conditions in which HE modernisation processes in PCs evolve, and to analyze local trends and locally developed good practices of dealing with change at institutional level

| WP | Activity  | Type of activity                             | Milestone (Planned completion date) | Partners responsible for embedded dissemination | Dissemination and communication objectives and messages   | Channels of communication  |
|----|---|--|-------------------------------------|---|---|--|
| 3  | Elaboration of In-depth Study Report <i>Changing HEIs in Societies in Transition</i> , consisting of 23 case studies (1 per PC HEI) | Research/development of intellectual outputs | 04.10.2013                          | Each PC HEI                                     | <p>The case studies will be developed in collaboration with a large number of representatives of the particular institution, including management, staff, faculty and students.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the direct relevance of the project to the persons contributing to the case studies and urge them to provide concrete and honest output</li> </ul> <p>Indicators:</p> | <ul style="list-style-type: none"> <li>- informal communication channels (personal meetings, email communication and face-to-face communication between project teams and HEI representatives that are not directly involved in project implementation</li> <li>- website of project</li> <li>- project's Facebook space</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> </ul> |

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|  |  |  |  |  | <p>- among the persons contributing to the case studies:<br/>adequate understanding of the task</p> <p>- within the institution:<br/>adequate understanding of the project objectives and its future impact</p> <p>- within the institution:<br/>increased awareness of the EU's agenda for the modernisation of higher education</p> <p>- sustained interest of the persons contributing to the case studies in the further progress of the project (to be evaluated over the project lifetime)</p> <p>Measurement:<br/>- Project teams' self-evaluation<br/>- Feedback from the persons contributing to the case studies, where relevant</p> |  |
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**Specific Objective 3:** to transfer context-sensitive good governance practices and models for effective leadership and change management from EU HEIs to PC HEIs

| WP | Activity   | Type of activity                             | Milestone (Planned completion date) | Partners responsible for embedded dissemination | Dissemination and communication objectives and messages   | Channels of communication   |
|----|--|--|-------------------------------------|---|---|---|
| 4  | Elaboration of Handbook of European Governance Practices in HEIs consisting of 15 good governance practices (preceded by an online conference) | Research/development of intellectual outputs | 06.12.2013                          | Each EU-based HEI                               | <p>The governance practices will be collected and elaborated in collaboration with a large number of representatives of the particular institution, including management, staff, faculty and students.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the direct relevance of the project to the persons contributing to the collection and description of governance practices and</li> </ul> | <ul style="list-style-type: none"> <li>- informal communication channels (personal meetings, email communication and face-to-face communication between the project teams and HEI representatives that are not directly involved in project implementation)</li> <li>- website of project</li> <li>- project's Facebook space</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> </ul> |

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|  |  |  |  |  | <p>urge them to provide concrete and honest output</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among the persons contributing to the collection of and description of governance practices: adequate understanding of the task</li> <li>- within the institution: adequate understanding of the project objectives and its future impact</li> <li>- sustained interest of the persons contributing to collection and description of governance practices in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- within the institution: increased awareness of the EU's agenda for the modernisation of higher education</li> </ul> |  |
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|   |   |  |            |                   | <p>Measurement :</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Feedback from the persons contributing to the collection and description of governance practices, where relevant</li> </ul>   |  |
| 4 | Development of guidance materials in leadership and change management | Research/development of intellectual outputs | 06.12.2013 | Each EU-based HEI | <p>The guidance materials will be developed in collaboration with a large number of representatives of the particular institution, including management, staff, faculty and students.</p> <p>Messages:<br/>The project teams will use the opportunity to:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the direct relevance of</li> </ul> | <ul style="list-style-type: none"> <li>- informal communication channels (personal meetings, email communication and face-to-face communication between the project team and HEI representatives that are not directly involved with project implementation)</li> <li>- website of project</li> <li>- project's Facebook space</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> </ul> |

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|  |  |  |  |  | <p>the project to the persons contributing to the development of the guidance materials</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among the persons contributing to the development of the guidance materials: adequate understanding of the task</li> <li>- within the institution: adequate understanding of the project objectives and its future impact</li> <li>- sustained interest of the persons contributing to the development of the guidance materials in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- within the institution: increased awareness of the EU's agenda for the</li> </ul> |  |
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|  |  |  |  |  | <p>modernisation of higher education</p> <p>Measurement :</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Feedback from the persons contributing to the development of the guidance materials, where relevant</li> </ul> |  |
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**Specific Objective 4:** to build the leadership capacities of the senior management at PC HEIs with a focus on transformational leadership

| WP | Activity  | Type of activity | Milestone (Planned completion date) | Partners responsible for embedded dissemination | Dissemination and communication objectives and messages   | Channels of communication  |
|----|---|------------------|-------------------------------------|---|---|--|
| 5  | Trainings for trainers in Leadership and in Change management | Exploitation     | 15.11.2013                          | All partner institutions                        | The training has important dissemination purposes because a) it involves key representatives of the participating PC institutions and b) the trainees will themselves act as trainers | <ul style="list-style-type: none"> <li>- trainers' presentations;</li> <li>- website of project;</li> <li>- live streaming of the event</li> <li>- project's Facebook space</li> <li>- project's YouTube channel</li> <li>- internal publications</li> </ul> |

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|  |  |  |  |  | <p>who will further disseminate the messages and outputs of the project within their institutions. Thus, apart from building capacity, the activity will serve to disseminate some key messages of the project.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the direct relevance of the project to the trainees</li> <li>- promote the EU's agenda for the modernisation of higher education and the role of educational leadership and change management</li> <li>- raise awareness of the changing role of HEIs in societies</li> <li>- promote the key elements of good governance in higher education</li> </ul> | <p>within the institutions (institutions' websites, bulletins, etc.)</p> <ul style="list-style-type: none"> <li>- project publications</li> </ul> |
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|   |                                   |              |            |             |  |                                    |
|---|-----------------------------------|--------------|------------|-------------|--|------------------------------------|
|   |                                   |              |            |             | <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among the trainees: adequate understanding of educational leadership and change management</li> <li>- among the trainees: adequate understanding of the project's objectives and future impact</li> <li>- sustained interest of the trainees in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- within the participating institutions and online viewers: increased awareness of the EU's agenda for the modernisation of higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Trainees' evaluation and feedback</li> <li>- Presence of the relevant messages and themes in the training programme</li> </ul> |                                    |
| 5 | Local Multiplication Trainings in | Exploitation | 25.04.2014 | Each PC HEI | The trainings have important dissemination   | - internal publications within the |

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|  | Change Management and in Leadership |  |  |  | <p>purposes because they will reach persons that have until then been unexposed to most of the messages of the project. Thus, apart from building capacity, the activity will serve to disseminate these messages.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the relevance of the project to the trainees</li> <li>- promote the EU's agenda for the modernisation of higher education and the role of educational leadership and change management</li> <li>- raise awareness of the changing role of HEIs in societies</li> <li>- promote the key elements of good governance in higher education</li> </ul> | <p>institutions (institutions' websites, bulletins, etc.)</p> <ul style="list-style-type: none"> <li>- trainers' presentations;</li> <li>- website of project;</li> <li>- project's Facebook space</li> <li>- project publications</li> </ul> |
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|   |   |              |            |             | <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among the trainees: adequate understanding of educational leadership and change management</li> <li>- among the trainees: adequate understanding of the project's objectives and future impact</li> <li>- sustained interest of the trainees in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- increased awareness within the institutions of the EU's agenda for the modernisation of higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Trainees' evaluation and feedback</li> <li>- Presence of the relevant messages and themes in the training programme</li> </ul> |   |
| 5 | Public lectures in Grassroots Leadership at PC HEIs | Exploitation | 23.05.2014 | Each PC HEI | The lectures have important dissemination purposes because they  | <ul style="list-style-type: none"> <li>- public presentations;</li> <li>- internal publications within the</li> </ul> |

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|  |  |  |  |  | <p>will reach persons that have until then been unexposed to most of the messages of the project, including students.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the relevance of the project to the participants</li> <li>- promote the EU's agenda for the modernisation of higher education and the role of educational leadership and change management</li> <li>- raise awareness of the changing role of HEIs in societies</li> <li>- promote grassroots leadership and student involvement in decision-making at the university</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among the participants: adequate understanding</li> </ul> | <p>institutions (institutions' websites, bulletins, etc.)</p> <ul style="list-style-type: none"> <li>- project publications</li> <li>- website of project;</li> <li>- project's Facebook space</li> </ul> |
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|  |  |  |  |  | <p>of educational leadership and change management</p> <ul style="list-style-type: none"> <li>- among the participants: adequate understanding of the project's objectives and future impact</li> <li>- within the institutions: increased awareness of the EU's agenda for the modernisation of higher education</li> <li>- increased motivation of the participants to engage in grassroots leadership and to be involved in decision-making at the university</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Feedback from the participants</li> <li>- Participants' active involvement during the lectures</li> <li>- Presence of the relevant messages and themes in the lectures' agendas</li> </ul> |  |
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**Specific Objective 5:** To involve EU and PC HEI leaders - on both national and international level - in interactive peer learning and exchange of good practices in the field of HE governance

| WP | Activity  | Type of activity | Milestone (Planned completion date) | Partners responsible for embedded dissemination | Dissemination and communication objectives and messages   | Channels of communication  |
|----|---|------------------|-------------------------------------|---|---|--|
| 6  | Establishing a Virtual Think Tank (VTT) on Higher Education Governance in PCs | Exploitation     | 20/06/2014                          | Each PC HEI                                     | <p>The activity will result in a streamlined communication channel for experts involved in the project. It will establish a virtual space for cooperation, exchange of ideas, research, consultation and interaction with stakeholders. Since at this stage of the project the involvement of the experts will be at an advanced stage, the dissemination and communication objectives will mostly be targeted at the stakeholders that participate in the activity.</p> <p>Messages (targeted at stakeholders):</p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project</li> </ul> | <ul style="list-style-type: none"> <li>- online-based personal communication</li> <li>- website of project and the Virtual Think Tank;</li> <li>- project's Facebook space</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> <li>- project publications</li> </ul> |

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|  |  |  |  |  | <p>and its future beneficial impact</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project to the stakeholders and the ways in which they could contribute to the development of long-term partnerships between the university and key actors from its external environment</li> <li>- promote the EU's agenda for the modernisation of higher education and the role of educational leadership and change management, thus allowing for genuine public debate</li> <li>- raise awareness of the changing role of HEIs in societies</li> <li>- promote the key elements of good governance in higher education</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among</li> </ul> |  |
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|  |  |  |  |  | <p>stakeholders:<br/>adequate understanding of educational leadership and change management</p> <ul style="list-style-type: none"> <li>- among stakeholders: adequate understanding of the project's objectives and future impact</li> <li>- sustained interest of the stakeholders in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- within the institutions: increased awareness of the EU's agenda for the modernisation of higher education</li> <li>- raise awareness of good practices of educational leadership and change management</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Focus of the work on the relevant messages and themes</li> </ul> |  |
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**Specific Objective 6:** To provide a platform for critical dialogue and to enhance interaction and joint problem solving between PC HEIs and the other key stakeholders in higher education; in particular, to stimulate grassroots leadership initiatives among students

| WP | Activity   | Type of activity | Milestone (Planned completion date) | Partners responsible for embedded dissemination | Dissemination and communication objectives and messages   | Channels of communication  |
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| 7  | Establishment and collaboration within the 6 Transnational Themed Working Groups | Exploitation     | 31.10.2014                          | All partner institutions                        | <p>The activity will seek to promote dialogue, joint problem solving and interaction among PC HEIs and other key stakeholders in higher education. The Working Groups themselves will involve both experts from HEIs and stakeholders. Since at this stage of the project the involvement of the experts will be at an advanced stage, the dissemination and communication objectives will mostly be targeted at the stakeholders that participate in the activity.</p> <p>Messages targeted at</p> | <ul style="list-style-type: none"> <li>- online-based personal communication</li> <li>- website of project and the Virtual Think Tank;</li> <li>- project's Facebook space</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> <li>- project publications</li> </ul> |

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|  |  |  |  |  | <p><i>stakeholders:</i></p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the direct relevance of the project to the stakeholders and the ways in which they could contribute to the development of long-term partnerships between the university and key actors from its external environment</li> <li>- promote the participating HEI's objectives and goals with regard to educational leadership, change management and involvement with issues relevant to the economy and society, thus allowing for the creation and maintenance of long-term partnerships with stakeholders</li> <li>- promote open debate on stakeholder expectations</li> </ul> |  |
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|  |  |  |  |  | <p>with regard to the role of HEIs in society and on good governance in higher education</p> <p>Messages <i>targeted at HEI management, staff and faculty:</i></p> <ul style="list-style-type: none"> <li>- raise awareness of the ever growing social functions and responsibility of education</li> <li>- stress the benefits and prospects of long-term partnerships with stakeholders</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among stakeholders: adequate understanding of the goals and objectives of the participating HEIs with regard to educational leadership and change management</li> <li>- among stakeholders: adequate understanding of the project's objectives and future impact</li> </ul> |  |
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|   |  |              |            |             | <ul style="list-style-type: none"> <li>- sustained interest of the stakeholders in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- sustained interest of the stakeholders in further involvement in those aspects of HEIs' operation that have social impact</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Clear orientation of the work programme to the relevant messages and themes</li> </ul> |  |
| 7 | Organization of networking events with stakeholders at PC HEIs | Exploitation | 31.10.2014 | Each PC HEI | The activity will seek to promote dialogue, joint problem solving and interaction among PC HEIs and other key stakeholders in higher education. Since at this stage of   | <ul style="list-style-type: none"> <li>- Formal presentations</li> <li>- Informal face-to-face communication</li> <li>- website of project and the Virtual Think Tank</li> <li>- project's Facebook space</li> <li>- internal</li> </ul> |

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|  |  |  |  |  | <p>the project the involvement of the experts will be at an advanced stage, the dissemination and communication objectives will mostly be targeted at the stakeholders that participate in the activity.</p> <p>Messages <i>targeted at stakeholders:</i></p> <ul style="list-style-type: none"> <li>- stress the policy relevance of the project and its future beneficial impact</li> <li>- stress the direct relevance of the project to the stakeholders and the ways in which they could contribute to the development of long-term partnerships between the university and key actors from its external environment</li> <li>- promote the participating HEIs' objectives and goals with regard to educational</li> </ul> | <p>publications within the institutions (institutions' websites, bulletins, etc.)</p> <ul style="list-style-type: none"> <li>- project publications</li> </ul> |
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|  |  |  |  |  | <p>leadership, change management and involvement with issues relevant to the economy and society, thus allowing for the creation and maintenance of long-term partnerships with stakeholders</p> <ul style="list-style-type: none"> <li>- promote open debate on stakeholder expectations with regard to the role of HEIs in society and on good governance in higher education</li> </ul> <p>Messages targeted at HEI management, staff and faculty:</p> <ul style="list-style-type: none"> <li>- raise awareness of the ever growing social functions and responsibility of education</li> <li>- stress the benefits and prospects of long-term partnerships with stakeholders</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among stakeholders:</li> </ul> |  |
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|  |  |  |  |  | <p>adequate understanding of the goals and objectives of the participating HEIs with regard to educational leadership and change management</p> <ul style="list-style-type: none"> <li>- among stakeholders: adequate understanding of the project's objectives and future impact</li> <li>- expressed interest of the stakeholders to join the transnational working groups</li> <li>- sustained interest of the stakeholders in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- sustained interest of the stakeholders in further involvement in those aspects of the HEIs' operation that have social impact</li> <li>- increased public awareness, as well as visibility, of good practices of</li> </ul> |  |
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|   |   |              |            |                          | <p>educational leadership and change management</p> <p>Measurement:<br/> - Feedback from participants<br/> - Clear orientation of the event programmes to the relevant messages and themes</p>   |   |
| 7 | Organization of Academy for Young Leaders | Exploitation | 26.09.2014 | All partner institutions | <p>The activity aims at building student organizations' capacities to play a more significant role in the modernisation of higher education and at motivating student leaders to join La MANCHE VTT and other project activities.</p> <p>Messages:<br/> - stress the direct relevance of the project to the students and the opportunities they have to play a more active role at their HEI<br/> - raise awareness of the ever growing social functions and responsibility of</p> | <ul style="list-style-type: none"> <li>- Formal presentations</li> <li>- Informal face-to-face communication</li> <li>- website of project and the Virtual Think Tank</li> <li>- project's Facebook space</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> <li>- project publications</li> </ul> |

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|  |  |  |  |  | <p>education</p> <ul style="list-style-type: none"> <li>- stress the importance of direct student involvement in the functioning of HEIs, including in inducing positive change in the system of higher education</li> <li>- stress the participating HEIs' commitment to educational leadership, change management and involvement with issues relevant to the economy and society</li> <li>- promote open debate on student expectations with regard to the role of HEIs in society and on good governance in higher education</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among trainees: adequate understanding of the goals and objectives of the participating HEIs with regard to educational</li> </ul> |  |
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|   |                                      |              |            |                                 | <p>leadership and change management</p> <ul style="list-style-type: none"> <li>- among trainees: adequate understanding of the growing social functions of higher education and the EU's agenda for the modernisation of higher education</li> <li>- among trainees: adequate understanding of the project's objectives and future impact</li> <li>- expressed interest of the trainees to participate in or contribute to future project activities</li> <li>- sustained interest of the trainees in more active involvement in the operation of their HEIs</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Feedback from trainees</li> <li>- Clear orientation of the training programme to the relevant messages and themes</li> </ul> |  |
| 7 | Organization of national conferences | Exploitation | 08.05.2015 | Each participating HEI based in | The objective of each conference is to  | <ul style="list-style-type: none"> <li>- Formal presentations</li> <li>- Informal face-</li> </ul> |

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|  | in each PC |  |  | <p>the respective PC; each EU-based HEI</p> | <p>involve stakeholders outside the La MANCHE consortium and to raise debate in the respective PC in which it is organized.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the relevance of the project, as well as its future beneficial impact</li> <li>- raise awareness of the ever growing social functions and responsibility of education</li> <li>- stress the participating HEIs' commitment to educational leadership, change management, and involvement with issues relevant to the economy and society, as well as the relevance of these issues in the country in question</li> <li>- promote open debate on stakeholder expectations with regard to the role of HEIs</li> </ul> | <p>to-face communication</p> <ul style="list-style-type: none"> <li>- website of project and the Virtual Think Tank</li> <li>- project's Facebook space</li> <li>- project publications</li> </ul> |
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|  |  |  |  |  | <p>in society and on good governance in higher education</p> <p>Indicators (in each PC):</p> <ul style="list-style-type: none"> <li>- among stakeholders: adequate understanding of the goals and objectives of the participating HEIs with regard to educational leadership and change management</li> <li>- among stakeholders: adequate understanding of the project's objectives and future impact</li> <li>- expressed interest of the stakeholders to join the transnational working groups and to contribute to the sustainability of project results</li> <li>- sustained interest of the stakeholders to be further involved in those aspects of the HEIs' operation that have social impact</li> <li>- increased public</li> </ul> |  |
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|  |  |  |  |  | <p>awareness, as well as visibility, of good practices of educational leadership and change management</p> <ul style="list-style-type: none"> <li>- increased public awareness, as well as visibility, of the EU's agenda for the modernisation of higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Feedback from participants</li> <li>- Clear orientation of the conference agendas to the relevant messages and themes</li> </ul> |  |
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**Specific Objective 7:** To develop and promote a context-sensitive strategy for leading and managing change in HE in the region

| WP | Activity   | Type of activity | Milestone (Planned completion date) | Partners responsible for embedded dissemination | Dissemination and communication objectives and messages  | Channels of communication  |
|----|--|------------------|-------------------------------------|---|--|--|
| 7  | Elaboration of Strategy for leading and managing change in higher education in the PCs | Exploitation     | 28.08.2015                          | All partner institutions                        | The strategy will be elaborated with input from various higher education stakeholders and will take into account their | <ul style="list-style-type: none"> <li>- final dissemination event (including live streaming)</li> <li>- website of project and the Virtual Think Tank</li> <li>- project's</li> </ul> |

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|  |  |  |  |  | <p>perspectives on forthcoming or urgent national-level reforms. It will constitute a strategic plan for embedding and implementing reforms at the institutional level in the PCs, building stakeholder support for reforms, and managing change processes. The Strategy is a major project output which is itself subject to dissemination. However, its messages and the way they are communicated within the document will be crucial for achieving the desired impact.</p> <p>Messages</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project to HEIs and stakeholders</li> <li>- stress the benefits of undertaking reforms and initiatives in the sphere of educational leadership and change management, in</li> </ul> | <p>Facebook space</p> <ul style="list-style-type: none"> <li>- project publications</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> </ul> |
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|  |  |  |  |  | <p>particular with a view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and maintaining long-term partnerships with stakeholders</p> <ul style="list-style-type: none"> <li>- stress the ever growing importance of the EU's agenda for the modernisation of higher education in PC countries, especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</li> <li>- raise awareness of the ever growing social functions and responsibility of education</li> <li>- stress the benefits and prospects of long-term partnerships between HEIs and stakeholders</li> </ul> |  |
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|  |  |  |  |  | <p>Indicators:</p> <ul style="list-style-type: none"> <li>- clarity and accessibility of the text of the strategy</li> <li>- comprehensive yet accessible and relatively concise overview of the policy situation and the European trends</li> <li>- clear orientation of the strategy to all target groups, including stakeholders and policymakers</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management</li> <li>- increased public awareness, as well as visibility, of the EU's agenda for the modernisation of higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Feedback from readers, where relevant</li> </ul> |  |
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**Specific Objective 8:** To raise awareness of the EU’s agenda for the modernisation of higher education and the need for reform of the higher education systems in the PCs.

| WP | Activity                  | Type of activity | Milestone (Planned completion date) | Partners responsible for embedded dissemination | Dissemination and communication objectives and messages   | Channels of communication  |
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| 9  | La MANCHE Project Website | Dissemination    | 14.12.2012                          | All partner institutions                        | <p>The website is a key channel of communication for the project and its continuous update is a major dissemination activity.</p> <p>The content of the website will be determined by the activities and outputs of the project, yet it will incorporate several key messages</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project to HEIs and stakeholders, including the accessibility of project outputs (publications, live streaming of events, etc.)</li> <li>- stress the benefits of undertaking</li> </ul> | <p>The website will be promoted:</p> <ul style="list-style-type: none"> <li>- during all project events</li> <li>- through the project’s Facebook space</li> <li>- through project publications</li> <li>- through internal publications within the institutions (institutions’ websites, bulletins, etc.)</li> <li>- through informal channels of communication between the project teams and stakeholders or persons within the institutions that are not directly involved in the implementation of the project.</li> </ul> |

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|  |  |  |  |  | <p>reforms and initiatives in the sphere of educational leadership and change management, in particular with a view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and maintaining long-term partnerships with stakeholders</p> <ul style="list-style-type: none"><li>- stress the ever growing importance of the EU's agenda for the modernisation of higher education in PC countries, especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</li><li>- raise awareness of the ever growing social functions and responsibility of education</li><li>- stress the benefits and prospects of</li></ul> |  |
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|  |  |  |  |  | <p>long-term partnerships between HEIs and stakeholders</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- clarity and accessibility of the content and structure of the website</li> <li>- timely announcements on upcoming activities and regular updates</li> <li>- relevance of the website content to all target groups, including stakeholders and policymakers</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management</li> <li>- increased public awareness, as well as visibility, of the EU's agenda for the modernisation of higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Feedback from</li> </ul> |  |
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| 9 | 1st Press Conference following Kick-off meeting | Dissemination | 23.11.2012 | Applicant organization | <p>The activity will aim at promoting the project, the Tempus Programme, the EU's agenda for the modernisation of higher education, as well as at identifying the main project stakeholders and publicising upcoming events and follow-up activities. The agenda of the press conference will be largely determined by the objectives of the project, yet it will incorporate several key messages.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project to HEIs and stakeholders</li> <li>- stress the benefits of undertaking reforms and initiatives in the sphere of educational leadership and change management, in particular with a</li> </ul> | <ul style="list-style-type: none"> <li>- presentations during the events</li> <li>- targeted provision of information to selected medias</li> <li>- invitations to relevant medias and stakeholders</li> </ul> |

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|  |  |  |  |  | <p>view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and maintaining long-term partnerships with stakeholders</p> <ul style="list-style-type: none"> <li>- stress the ever growing importance of the EU's agenda for modernisation of higher education in PC countries, especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</li> <li>- stress the importance of European cooperation in the field of higher education, as well as of cooperation between EU HEIs and PC-based HEIs</li> <li>- raise awareness of the ever growing social</li> </ul> |  |
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|  |  |  |  |  | <p>functions and responsibility of education</p> <ul style="list-style-type: none"> <li>- urge media to promote open debate on higher education reforms, on public expectations about the role of HEIs in society, and on good governance in higher education</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among media and stakeholders: adequate understanding of the project's objectives and future impact</li> <li>- among media and stakeholders: adequate understanding of the goals and objectives of the participating HEIs with regard to educational leadership and change management</li> <li>- expressed interest of the stakeholders to be involved in future project activities</li> <li>- expressed interest of the media to</li> </ul> |  |
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|  |  |  |  |  | <p>receive further information about the progress of the project</p> <ul style="list-style-type: none"> <li>- sustained interest of the stakeholders in the further progress of the project (to be evaluated over the project lifetime)</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management</li> <li>- increased motivation of the media to promote open public debate on higher education reforms, on public expectations about the role of HEIs in society, and on good governance in higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- presence lists</li> <li>- publications in the media covering the event</li> <li>- project team's</li> </ul> |  |
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|   |                    |               |            |                             | self-evaluation<br>- feedback from<br>participants  |   |
| 9 | La MANCHE<br>Flyer | Dissemination | 16.11.2012 | All partner<br>institutions | <p>The main purposes of the activity are to present the project, to identify the stakeholders, and to encourage stakeholder involvement in the project. The content of the flyer will be determined by the activities and outputs of the project, yet it will incorporate several key messages.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project to HEIs and stakeholders</li> <li>- stress the benefits of undertaking reforms and initiatives in the sphere of educational leadership and change management, in particular with a view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and</li> </ul> | <p>The flyer will be disseminated directly to target groups. The dissemination will be performed at national level in view of achieving wide, yet clearly targeted, impact. For the purpose of ensuring sustainability of project results, each La MANCHE consortium institution can retain up to 5% of its flyers for dissemination in the post-project phase.</p> |

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|  |  |  |  |  | <p>maintaining long-term partnerships with stakeholders</p> <ul style="list-style-type: none"> <li>- stress the ever growing importance of the EU's agenda for the modernisation of higher education in PC countries, especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</li> <li>- stress the importance of European cooperation in the field of higher education, as well as of cooperation between EU HEIs and PC-based HEIs</li> <li>- raise awareness of the ever growing social functions and responsibility of education.</li> </ul> <p>Indicators:<br/>- among the readers:<br/>adequate</p> |  |
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|   |                               |               |                                 |                          | <p>understanding of the project's objectives and future impact</p> <ul style="list-style-type: none"> <li>- among the readers:</li> </ul> <p>adequate understanding of the goals and objectives of the participating HEIs with regard to educational leadership and change management</p> <ul style="list-style-type: none"> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management, and in particular of the EU's agenda for the modernisation of higher education</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- Project teams' self-evaluation</li> <li>- Feedback from readers, where available</li> <li>- efficient dissemination of the flyers</li> </ul> |  |
| 9 | Regular information bulletins | Dissemination | Throughout the project lifetime | All partner institutions | The main purposes of the bulletins are to present the progress of the Project, the achieved results and the  | <ul style="list-style-type: none"> <li>- electronic distribution by partners to stakeholders in the La MANCHE countries/regions</li> <li>- internal</li> </ul> |

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|  |  |  |  |  | <p>upcoming activities. Their content will be determined by the ongoing work of the La MANCHE consortium, yet it will incorporate several key messages.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project to HEIs and stakeholders</li> <li>- stress the benefits of undertaking reforms and initiatives in the sphere of educational leadership and change management, in particular with a view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and maintaining long-term partnerships with stakeholders</li> <li>- stress the ever growing importance of the EU's agenda for the modernisation</li> </ul> | <p>publications within the institutions (institutions' websites, bulletins, etc.)</p> |
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|  |  |  |  |  | <p>of higher education in PC countries, especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</p> <ul style="list-style-type: none"> <li>- stress the importance of European cooperation in the field of higher education, as well as of cooperation between EU HEIs and PC-based HEIs</li> <li>- raise awareness of the ever growing social functions and responsibility of education</li> <li>- promote open debate on future higher education reforms, on public expectations about the role of HEIs in society, and on good governance in higher education.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- dissemination of each bulletin</li> </ul> |  |
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|  |  |  |  |  | <p>among min. 100 targeted readers per partner institution</p> <ul style="list-style-type: none"> <li>- among the readers: adequate understanding of the project's objectives and future impact</li> <li>- among the readers: adequate understanding of the goals and objectives of the participating HEIs with regard to educational leadership and change management</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management, and in particular of the EU's agenda for the modernisation of higher education</li> <li>- sustained interest of the stakeholders in the further progress of the project (to be evaluated over the project)</li> </ul> |  |
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|   |  |               |               |  | <p>lifetime)<br/> - sustained interest of the stakeholders in further involvement in those aspects of HEIs' operation that have social and impact</p> <p>Measurement:<br/> - project teams' self-evaluation<br/> - feedback from readers, where available<br/> - presence of the key themes of the messages in the content of each electronic bulletin</p> |  |
| 9 | Press conferences in PC following the national conferences (WP7) | Dissemination | by 05.06.2015 | All PC HEIs and involved EU-based HEIs | The events are organized by PC HEIs and aim at promoting the project, the Tempus Programme, the EU's agenda for the modernisation of higher education. They also aim at providing information about the respective national conferences, including through summarizing conference conclusions and contributions. The agendas of the press                  | <ul style="list-style-type: none"> <li>- presentations during the events</li> <li>- targeted provision of information to selected medias</li> <li>- invitations to relevant medias and stakeholders</li> </ul> |

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|  |  |  |  |  | <p>conferences will be largely determined by the activities and outputs of the project, yet they will incorporate several key messages.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project to HEIs and stakeholders</li> <li>- stress the benefits of undertaking reforms and initiatives in the sphere of educational leadership and change management, in particular with a view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and maintaining long-term partnerships with stakeholders</li> <li>- stress the ever growing importance of the EU's Higher Education modernisation agenda in PC countries,</li> </ul> |  |
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|  |  |  |  |  | <p>especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</p> <ul style="list-style-type: none"> <li>- raise awareness of the ever growing social functions and responsibility of education</li> <li>- urge media to promote open debate on higher education reforms, on public expectations about the role of HEIs in society, and on good governance in higher education.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among media and stakeholders: adequate understanding of the La MANCHE strategy</li> <li>- among media and stakeholders: adequate understanding of the goals and objectives of the</li> </ul> |  |
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|  |  |  |  |  | <p>participating HEIs with regard to educational leadership and change management</p> <ul style="list-style-type: none"> <li>- expressed interest of the media to receive further information about the work of the La MANCHE VTT</li> <li>- expressed interest of the stakeholders to contribute to the sustainability of the project results and to continue working with the La MANCHE VTT</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management</li> <li>- increased motivation of the media to promote open public debate on higher education reforms, on public expectations about the role of HEIs in society, and on</li> </ul> |  |
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|   |  |               |                  |                          | <p>good governance in higher education.</p> <p>Measurement:<br/> - presence lists<br/> - publications in the media providing coverage of the events<br/> - project teams' self-evaluation<br/> - feedback from participants</p>   |   |
| 9 | Publications in printed and electronic media | Dissemination | until 30.09.2015 | All partner institutions | <p>The publications will focus on achieved results and major outputs of the project. They will also be used as a key communication channel to promote upcoming events. Their timing will be chosen in view of the planned future events. The content of the publications will be largely determined by the activities and outputs of the project, yet it will incorporate several key messages.</p> <p>Messages:<br/> - stress the direct relevance of the project to HEIs and stakeholders</p> | <ul style="list-style-type: none"> <li>- printed medias</li> <li>- electronic medias</li> <li>- internal publications within the institutions (institutions' websites, bulletins, etc.)</li> <li>- Facebook space of the project</li> </ul> |

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|  |  |  |  |  | <p>- stress the benefits of undertaking reforms and initiatives in the sphere of educational leadership and change management, in particular with a view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and maintaining long-term partnerships with stakeholders</p> <p>- stress the ever growing importance of the EU's Higher Education modernisation agenda in PC countries, especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</p> <p>- stress the importance of European cooperation in the field of higher</p> |  |
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|  |  |  |  |  | <p>education, as well as of cooperation between EU HEIs and PC-based HEIs</p> <ul style="list-style-type: none"> <li>- raise awareness of the ever growing social functions and responsibility of education</li> <li>- urge media to promote open debate on higher education reforms, on public expectations about the role of HEIs in society and on good governance in higher education.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- among media and stakeholders: adequate understanding of the objectives and impact of the project, including the La MANCHE strategy</li> <li>- among media and stakeholders: adequate understanding of the goals and objectives of the participating</li> </ul> |  |
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|  |  |  |  |  | <p>HEIs with regard to educational leadership and change management</p> <ul style="list-style-type: none"> <li>- expressed interest of the media to receive further information about project activities</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management</li> <li>- increased motivation of the media to promote open public debate on higher education reforms, on public expectations about the role of HEIs in society, and on good governance in higher education.</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- internal evaluation by the project teams</li> <li>- other medias' reactions to the publications (if any) – e.g.</li> </ul> |  |
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|   |                                |               |            |                          | commentaries, reprinting, etc.   |   |
| 9 | Leaflet with La MANCHE Results | Dissemination | 30.09.2015 | All partner institutions | <p>The main purposes of the leaflet are to provide information on the results and impact of the project and the major outputs, to present the planned post-project activities and to encourage the key stakeholders to stay involved with the issues addressed by the project, as well as to participate in post-project activities. The content will be built around several key messages.</p> <p>Messages:</p> <ul style="list-style-type: none"> <li>- stress the direct relevance of the project results and the planned post-project activities to HEIs and stakeholders</li> <li>- stress the benefits of undertaking reforms and initiatives in the sphere of educational leadership and change management, in</li> </ul> | <p>The flyer will be disseminated directly to target groups. The dissemination will be performed at national level in view of achieving wide, yet clearly targeted, impact. For the purpose of ensuring sustainability of project results, each La MANCHE consortium institution can retain up to 5% of its flyers for dissemination in the post-project phase.</p> |

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|  |  |  |  |  | <p>particular with a view to increasing HEIs' involvement with issues relevant to the economy and society and to creating and maintaining long-term partnerships with stakeholders</p> <ul style="list-style-type: none"> <li>- stress the ever growing importance of the EU's Higher Education modernisation agenda in PC countries, especially in view of these countries' commitment to the Bologna process and to the development of the European Higher Education Area</li> <li>- stress the importance of European cooperation in the field of higher education, as well as of cooperation between EU HEIs and PC-based HEIs</li> <li>- raise awareness of the ever growing social</li> </ul> |  |
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|  |  |  |  |  | <p>functions and responsibility of education</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- distribution of the leaflet to at least 500 stakeholders per PC and 100 stakeholders per EU country</li> <li>- among stakeholders: adequate understanding of the project's objectives in terms of sustainable impact</li> <li>- among stakeholders: adequate understanding of the goals and objectives of the participating HEIs with regard to educational leadership and change management</li> <li>- increased public awareness, as well as visibility, of good practices of educational leadership and change management</li> </ul> <p>Measurement:</p> <ul style="list-style-type: none"> <li>- adequate and effective distribution</li> <li>- feedback from stakeholders,</li> </ul> |  |
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Project Number 530621-TEMPUS-1-2012-1-BG-TEMPUS-JPGR

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## 5. Target groups and audiences for each activity

Most of the La MANCHE activities are targeted at all interest groups within the participating institutions (senior management, administration, academics, and students). Part of the work programme (as specified in the milestones) targets also major stakeholders such as policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium. Many events can be expected to have wide target groups involving not just internal and external stakeholders, but also the broader public, the media, persons involved in similar projects and researchers. Therefore, such events will be streamed live on the Internet.

### *Target groups for major deliverables*

| Deliverable N° | Title                                    | Type or nature of deliverable       | Delivery Date | Target groups  |
|----------------|--|-------------------------------------|---------------|--|
| 1              | Kick-off Meeting (WP1)                   | Events:<br>Conferences and Seminars | 2012-11-23    | Administrative and other non-teaching staff within the consortium partner institutions |
| 5              | 1st Steering Committee Online Conference | Events:<br>Conferences and Seminars | 2013-03-22    | Administrative and other non-teaching staff within the consortium partner institutions |
| 6              | 2nd Partner Meeting                      | Events:<br>Conferences and Seminars | 2013-05-10    | Administrative and other non-teaching staff within the consortium partner institutions |
| 7              | 2nd Steering Committee Online Conference | Events:<br>Conferences and Seminars | 2013-09-20    | Administrative and other non-teaching staff within the consortium partner institutions |

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| 8  | 3rd Partner Meeting                      | Events:<br>Conferences<br>and Seminars | 2013-11-15 | Administrative and other non-teaching staff within the consortium partner institutions |
| 9  | 3rd Steering Committee Online Conference | Events:<br>Conferences<br>and Seminars | 2014-04-04 | Administrative and other non-teaching staff within the consortium partner institutions |
| 10 | 4th Partner Meeting                      | Events:<br>Conferences<br>and Seminars | 2014-06-20 | Administrative and other non-teaching staff within the consortium partner institutions |
| 11 | 4th Steering Committee Online Conference | Events:<br>Conferences<br>and Seminars | 2014-09-26 | Administrative and other non-teaching staff within the consortium partner institutions |
| 12 | 5th Steering Committee Online Conference | Events:<br>Conferences<br>and Seminars | 2015-03-26 | Administrative and other non-teaching staff within the consortium partner institutions |
| 13 | 6th Steering Committee Online Conference | Events:<br>Conferences<br>and Seminars | 2015-07-17 | Administrative and other non-teaching staff within the consortium partner institutions |
| 14 | 5th Partner Meeting                      | Events:<br>Conferences<br>and Seminars | 2015-09-25 | Administrative and other non-teaching staff within the consortium partner institutions |
| 18 | Auditing and Self- Assessment Tool (WP2) | Methodology                            | 2012-12-14 | Within the consortium partner institutions – teaching and                              |

|    |                            |                                  |            |  |
|----|----------------------------|----------------------------------|------------|--|
|    |                            |                                  |            | administrative staff, management, students   |
| 19 | Online Focus Group Armenia | Events: Conferences and Seminars | 2013-02-28 | Within the consortium partner institutions – teaching and administrative staff, management, students |
| 20 | Online Focus Group Belarus | Events: Conferences and Seminars | 2013-02-28 | Within the consortium partner institutions – teaching and administrative staff, management, students |
| 21 | Online Focus Group Georgia | Events: Conferences and Seminars | 2013-02-28 | Within the consortium partner institutions – teaching and administrative staff, management, students |
| 22 | Online Focus Group Moldova | Events: Conferences and Seminars | 2013-02-28 | Within the consortium partner institutions – teaching and administrative staff, management, students |
| 23 | Online Focus Group Ukraine | Events: Conferences and Seminars | 2013-02-28 | Within the consortium partner institutions – teaching and administrative staff, management, students |

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| 24 | Audit and Self-Assessment Reports by PC HEIs | Report | 2013-02-08 | Within the consortium partner institutions – teaching and administrative staff, management, students   |
| 25 | External Assessment Report                   | Report | 2013-04-26 | <p>Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |

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| 26 | Workshop on Leadership in Higher Education | Events: Conferences and Seminars | 2013-05-10 | <p>Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 27 | Case Study Template (WP3)                  | Methodology                      | 2013-06-14 | Administrative and other non-teaching staff within the consortium partner institutions   |
| 28 | 23 Case Study Research Papers              | Report                           | 2013-08-09 | Within the consortium partners institutions -  |

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|----|--|----------------------------------|------------|---|
|    |  |                                  |            | teaching and administrative staff, management, students   |
| 29 | Changing HEIs in Societies in Transition: Report | Report                           | 2013-10-04 | <p>Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience – opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 30 | Online Conference of EU HEIs experts (WP4)       | Events: Conferences and Seminars | 2013-05-24 | Within the consortium partner institutions – teaching and administrative staff,   |

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|    |  |                    |            | management, students   |
| 31 | Syllabuses in Leadership and Change Management | Teaching material  | 2013-08-09 | <p><i>Primary:</i><br/>Within the consortium partner institutions: teaching and administrative staff, management, students</p> <p><i>Secondary:</i><br/>Stakeholders: all stakeholders - policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 32 | Guidance Materials in Leadership               | Learning resources | 2013-11-15 | <p><i>Primary:</i><br/>Within the consortium partner institutions: teaching and</p>  |

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|    |   |                    |            | <p>administrative staff, management, students</p> <p><i>Secondary:</i><br/>Stakeholders: all stakeholders - policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 33 | Guidance Materials in Change Management | Learning resources | 2013-12-06 | <p><i>Primary:</i><br/>Within the consortium partner institutions: teaching and administrative staff, management, students</p> <p><i>Secondary:</i><br/>Stakeholders: all stakeholders -</p>  |

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|    |   |        |            | <p>policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 34 | Handbook of European Governance Practices in HE | Report | 2013-12-06 | <p><i>Primary:</i><br/>Within the consortium partner institutions: teaching and administrative staff, management, students</p> <p><i>Secondary:</i><br/>Stakeholders: all stakeholders - policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs</p>     |

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|    |  |                   |            | <p>outside the consortium</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p>   |
| 35 | Training and Reference Materials (WP5) | Teaching material | 2013-11-08 | <p>Within the consortium partner institutions - teaching and administrative staff, management, students</p>  |
| 36 | 1-day Training in Leadership           | Training          | 2013-11-15 | <p><i>Primary:</i><br/>Within the consortium partner institutions: teaching and administrative staff, management</p> <p><i>Secondary:</i><br/>Within the consortium partner institutions: students</p> <p>Stakeholders: all stakeholders - policymakers, business and industry, labour</p> |

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|    |                                     |          |            | <p>market institutions, civil society, student organizations, HEIs outside the consortium</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p>   |
| 37 | 1-day Training in Change Management | Training | 2013-11-15 | <p><i>Primary:</i><br/>Within the consortium partner institutions: teaching and administrative staff, management</p> <p><i>Secondary:</i><br/>Within the consortium partner institutions: students</p> <p>Stakeholders: all stakeholders - policymakers, business and industry, labour market institutions, civil society, student</p> |

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|    |   |                                  |            | <p>organizations, HEIs outside the consortium</p> <p>Wider audience: opinion leaders in the La MANCHE PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p>                                      |
| 38 | 1-day Leaders and Change Agents' Retreat            | Events: Conferences and Seminars | 2013-11-15 | La MANCHE project teams and experts   |
| 39 | Local Multiplication Trainings in Change Management | Training                         | 2014-04-25 | Within the consortium partner institutions in PC countries: administrative staff, management  |
| 40 | Public lectures in Grassroots Leadership            | Events: Conferences and Seminars | 2014-05-23 | <p><i>Primary:</i><br/>Within the consortium partners institutions in PC countries – students, teaching and administrative staff, management</p> <p><i>Secondary:</i><br/>Stakeholders in PC countries: all stakeholders - policymakers, business and</p> |

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|    |   |                                  |            | <p>industry, labour market institutions, civil society, student organizations, HEIs outside the consortium</p> <p>Wider audience in PC countries: opinion leaders, persons involved in similar projects, media, researchers</p>  |
| 41 | Draft Package of La MANCHE VTT Founding Documents (WP6) | Other products                   | 2014-02-14 | <p>Within the consortium partner institutions – teaching and administrative staff, management, students</p>  |
| 42 | La MANCHE VTT Panel at the 4th Partner Meeting          | Events: Conferences and Seminars | 2014-06-20 | <p><i>Primary:</i><br/>Within the consortium partner institutions – teaching and administrative staff, management</p> <p><i>Secondary:</i><br/>Within the consortium partner institutions – students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour</p> |

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|    |                              |                |            | <p>market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p>  |
| 43 | La MANCHE Virtual Think Tank | Other products | 2014-06-20 | <p><i>Primary:</i><br/>Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience: opinion leaders in</p> |

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|----|---|----------------|------------|---|
|    |   |                |            | PC countries, persons involved in similar projects, media, researchers, European institutions and agencies  |
| 44 | La MANCHE VTT Mission, Vision, Values Statement | Other products | 2014-06-20 | <p><i>Primary:</i><br/> Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/> Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |

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| 45 | La MANCHE VTT<br>Code of Conduct       | Other products | 2014-06-20 | <p><i>Primary:</i><br/>Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 46 | La MANCHE VTT<br>Rules and Regulations | Other products | 2014-06-20 | <p><i>Primary:</i><br/>Within the consortium partner institutions – teaching and administrative staff, management, students</p>   |

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|    |                                    |                |            | <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 47 | La MANCHE VTT Consultation Section | Other products | 2014-05-16 | <p><i>Primary:</i><br/>Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society,</p>   |

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|    |   |                                  |            | <p>student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p>   |
| 48 | 23 Networking Events - one in each PC HEI (WP7) | Events: Conferences and Seminars | 2014-07-25 | <p><i>Primary:</i><br/>Within the consortium partner institutions in PC countries –teaching and administrative staff, management, students</p> <p>Stakeholders: all stakeholders in PC countries - policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium</p> <p><i>Secondary:</i><br/>Wider audience:</p> |

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|----|---|----------------|------------|--|
|    |   |                |            | opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies  |
| 49 | Transnational Themed WGs with Policymakers          | Other products | 2014-10-31 | <p><i>Primary:</i><br/>Within the consortium partner institutions – teaching and administrative staff, management;</p> <p>Policymakers dealing with education in the 5 PCs</p> <p><i>Secondary:</i> other stakeholders</p>                           |
| 50 | Transnational Themed WG with HEIs outside La MANCHE | Other products | 2014-10-31 | <p><i>Primary:</i><br/>Within the consortium partner institutions – teaching and administrative staff, management;</p> <p>Senior managers and administrators from HEIs in the 5 PCs that are not part of the consortium</p> <p><i>Secondary:</i></p> |

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|    |  |                |            | Other stakeholders   |
| 51 | Transnational Themed WG with Business Leaders      | Other products | 2014-10-31 | <p><i>Primary:</i><br/>                     Within the consortium partner institutions – teaching and administrative staff, management;</p> <p>Representatives of business from the 5 PCs</p> <p><i>Secondary:</i><br/>                     Other stakeholders</p>           |
| 52 | Transnational Themed WG with Civil Society         | Other products | 2014-10-31 | <p><i>Primary:</i><br/>                     Within the consortium partner institutions – teaching and administrative staff, management;</p> <p>Representatives of civil society groups in the 5 PCs</p> <p><i>Secondary:</i><br/>                     Other stakeholders</p> |
| 53 | Transnational Themed WG with Student Organizations | Other products | 2014-10-31 | <p><i>Primary:</i><br/>                     Within the consortium partner institutions – teaching and administrative staff, management;</p>  |

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|    |   |                                  |            | Representatives of student organizations in the 5 PCs<br><br><i>Secondary:</i><br>Other stakeholders  |
| 54 | Transnational WG on Gender Equality in HE | Other products                   | 2014-10-31 | Within the consortium partner institutions – teaching and administrative staff, management; Stakeholders - policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium |
| 55 | Young Leaders Academy                     | Training                         | 2014-09-26 | Students from Armenia, Belarus, Georgia, Moldova, Ukraine   |
| 56 | National Conference in Armenia            | Events: Conferences and Seminars | 2015-05-08 | <i>Primary:</i><br>Within the consortium partner institutions in Armenia – teaching and administrative staff, management, students<br><br>Stakeholders – all stakeholders in Armenia  |

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|    |                                |                                  |            | <p>(policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in Armenia, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 57 | National Conference in Belarus | Events: Conferences and Seminars | 2015-05-08 | <p><i>Primary:</i><br/>Within the consortium partner institutions in Belarus –teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders in Belarus (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs</p>           |

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|    |                                |                                  |            | <p>outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in Belarus, persons involved in similar projects, media, researchers, European institutions and agencies</p>  |
| 58 | National Conference in Georgia | Events: Conferences and Seminars | 2015-06-05 | <p><i>Primary:</i><br/>Within the consortium partner institutions in Georgia –teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders in Georgia (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in Georgia, persons</p> |

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|    |                                |                                  |            | involved in similar projects, media, researchers, European institutions and agencies   |
| 59 | National Conference in Moldova | Events: Conferences and Seminars | 2015-06-05 | <p><i>Primary:</i><br/>Within the consortium partner institutions in Moldova –teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders in Moldova (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in in Moldova, persons involved in similar projects, media, researchers, European institutions and agencies</p> |

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| 60 | National Conference in Ukraine | Events: Conferences and Seminars | 2015-06-05 | <p><i>Primary:</i><br/>Within the consortium partner institutions in Ukraine –teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders in Ukraine (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p><i>Secondary:</i><br/>Wider audience – opinion leaders in Ukraine, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 61 | Workshop Women in Leadership   | Events: Conferences and Seminars | 2015-09-25 | <p><i>Primary:</i><br/>Within the consortium partner institutions in the PC countries – female senior managers from the</p>   |

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|    |  |                |            | <p>PC HEIs</p> <p><i>Secondary:</i><br/>Stakeholders – all stakeholders in the 5 PC countries (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience – opinion leaders in the 5 PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 62 | Strategy for Leading and Managing Change in HE | Other products | 2015-08-28 | <p>Within the consortium partner institutions – teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders in PC countries (policymakers, business and industry, labour</p>  |

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|    |   |                |            | market institutions, civil society, student organizations, HEIs outside the consortium)<br><br>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies |
| 66 | First Interim Internal Evaluation Report  | Report         | 2013-10-31 | Administrative and other non-teaching staff within the consortium partner institutions  |
| 67 | Second Interim Internal Evaluation Report | Report         | 2014-10-31 | Administrative and other non-teaching staff within the consortium partner institutions  |
| 68 | Final Internal Evaluation Report          | Report         | 2015-08-31 | Administrative and other non-teaching staff within the consortium partner institutions  |
| 69 | Final External Evaluation Report          | Report         | 2015-08-31 | Administrative and other non-teaching staff within the consortium partner institutions  |
| 70 | La MANCHE Project Website (WP9)           | Other products | 2012-12-14 | Within the consortium partner institutions –  |

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|    |   |                                  |            | <p>teaching and administrative staff, management, students</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience – opinion leaders in the PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 72 | 1st Press Conference following Kick-off meeting | Events: Conferences and Seminars | 2012-11-23 | <p>Wider audience – media, opinion leaders and persons involved in similar projects in Bulgaria.</p> <p>Stakeholders – all stakeholders in Bulgaria (policymakers, business and industry, labour market institutions,</p>  |

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|              |                       |                |                                   | civil society, student organizations, HEIs outside the consortium)  |
| 73           | La MANCHE Flyer       | Other products | 2012-11-16                        | Stakeholders – all stakeholders in PC countries (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium<br><br>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies |
| 74-77 and 83 | Information Bulletins | Other products | Throughout the project's lifetime | Within the consortium partner institutions – teaching and administrative staff, management, students<br><br>Stakeholders – all stakeholders (policymakers, business and   |

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|    |                                |                                  |            | <p>industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p>                      |
| 78 | 2nd Press Conference (Armenia) | Events: Conferences and Seminars | 2015-05-08 | <p>Wider audience – media, opinion leaders and persons involved in similar projects in Armenia.</p> <p>Stakeholders – all stakeholders in Armenia (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> |
| 79 | 3rd Press Conference (Belarus) | Events: Conferences and Seminars | 2015-05-08 | Wider audience – media, opinion leaders and persons  |

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|    |                                |                                  |            | involved in similar projects in Belarus.<br><br>Stakeholders – all stakeholders in Belarus (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)   |
| 80 | 4th Press Conference (Georgia) | Events: Conferences and Seminars | 2015-06-05 | Wider audience – media, opinion leaders and persons involved in similar projects in Georgia.<br><br>Stakeholders – all stakeholders in Georgia (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium) |
| 81 | 5th Press Conference (Moldova) | Events: Conferences and Seminars | 2015-06-05 | Wider audience – media, opinion leaders and persons involved in similar projects in Moldova.  |

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|    |                                |                                  |            | Stakeholders – all stakeholders in Moldova (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)   |
| 82 | 6th Press Conference (Ukraine) | Events: Conferences and Seminars | 2015-06-05 | Wider audience in Ukraine – media, opinion leaders and persons involved in similar projects.<br><br>Stakeholders – all stakeholders in Ukraine (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium) |
| 84 | Final Dissemination Event      | Events: Conferences and Seminars | 2015-09-25 | Within the consortium partner institutions – teaching and administrative staff, management, students  |

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|----|--|----------------|------------|---|
|    |  |                |            | <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience – opinion leaders in PC countries, persons involved in similar projects, media, researchers, European institutions and agencies</p> |
| 85 | Publications in printed and electronic media | Other products | 2015-09-30 | <p>Wider audience – media, opinion leaders and persons involved in similar projects in the La MANCHE countries</p> <p>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p>                                    |

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| 86 | Leaflet with La MANCHE Results | Other products | 2015-09-30 | <p><i>Primary:</i><br/>Stakeholders – all stakeholders (policymakers, business and industry, labour market institutions, civil society, student organizations, HEIs outside the consortium)</p> <p>Wider audience – media, opinion leaders and persons involved in similar projects in the La MANCHE countries.</p> <p><i>Secondary:</i><br/>Within the consortium partner institutions – students, teaching and administrative staff, management</p> |
|----|--------------------------------|----------------|------------|---|

## **6. Identification, Cost/Benefit Analysis and Financing of Post-Project Dissemination Activities**

The following activities will be sustained after the end of the project:

1) La MANCHE VTT activities (research, networking, consultation in the field of higher education) will continue with the involvement of at least one expert from each 23 PC HEIs. Project partners agree to support the VTT and provide the necessary human resources. This activity rates high in terms of cost effectiveness. Improving relations with stakeholders is anyway expected to become increasingly important for the PC institutions as they face the need to become more adaptable to the needs of their society and economy. Therefore, a comparable cost in terms of human resources would anyway need to be made. Thus, rather than imposing redundant costs for human resources, the La MANCHE project will in fact give a head start to the participating institutions.

2) The transnational WGs of HEIs and key stakeholders will continue their collaboration via the VTT in the form of loose transnational networks. PC HEIs agree to organize one La MANCHE event per year in each PCs in order to sustain and develop this collaboration. Such an event may be funded through fees for participants outside the consortium. It can also be organized as a La MANCHE session in the framework of another event focused on related topics. The latter option would minimize travel expenses and other expenses for the organization and logistics of the La MANCHE sustainability event. Given the strong relevance of the La MANCHE agenda to the everyday work of the PC HEIs, any possible modest additional costs would be justified.

3) The project website (featuring the key project outputs), as well as the other web-based communication channels (Facebook and YouTube) will be maintained by the lead organization for at least 5 years beyond the project's life. All partner institutions can contribute to regular updates.

4) For 5 years after the end of the project, the trained change agents from the 23 PC HEIs will organize at least two multiplication trainings in change management and one public lecture in grassroots leadership per year. The target groups of multiplication trainings include academic and non-academic staff and the public lectures are intended to the larger academic community

including students. PC HEIs agree to provide the necessary resources. These activities are justified in order to sustain the impact of the project and to train newcomers in the institution. Any (indirect) costs for human resources are again justifiable by the importance of the skills that the newly trained staff and students will acquire. Such skills would greatly facilitate the future growth and effective functioning of the institutions.

## 7. Possibilities for synergies and multiplier effects

### *Synergies*

Synergies with other initiatives related to reforms in higher education can be achieved through collaboration with:

- other HEIs implementing initiatives or projects focused on change management, educational leadership and higher education reforms;
- other Community-funded projects focused on the same themes (the La MANCHE themes are priorities for the EU and for national governments, so it could be expected that similar projects will be implemented in the short terms and medium term), as well as international projects funded by other grant agencies;
- Initiatives launched by business and focused on making higher education more relevant to the labour market;
- Initiatives launched by public bodies or national governments and focused on: a) making higher education more relevant to the needs of the society, b) involving HEIs in the formulation and implementation of regional development strategies, c) making higher education more relevant to the needs of the labour market, d) involving HEIs in efforts to achieve social cohesion and inclusion, e) increasing the autonomy of HEIs;
- Initiatives launched by student organizations and aimed at increasing student involvement in decision-making at the university or improving HEIs' links with local-level stakeholders.

### *Multiplier effects*

Multiplier effects will be achieved mainly through multiplication trainings and through utilization of the improved capacities of all participants in the project for managing education reforms and change, as well as for inducing positive policy changes at national level. In particular, the La MANCHE project teams at PC-based HEIs will strive to initiate and lead future (formal or informal) initiatives focused on change management within their institutions.

### *Activities*

The following post-project activities will maximize the potential for creating synergies and achieving extension of project results:

- Dissemination at external events

Even after the end of the project the La MANCHE consortium will seek to establish and maintain contacts with other relevant projects (financed by the EU or other grant organizations) in order to ensure sustainability and extension of project results and to utilize the opportunities for synergies with similar initiatives. The consortium partners will present the project results at other relevant events, especially if the events have high dissemination potential and involve stakeholders that are key to reforms in higher education. Major events organized by the consortium institutions themselves are excellent opportunities to achieve sustainability and synergies with other initiatives in a cost-effective way. The consortium partners will strive to deliver presentations and talks that link the La MANCHE agenda and results to the agenda of the external events, as well as to explore the possibilities of synergies.

- Policy recommendations and papers

Continuing to communicate the La MANCHE messages to policymakers even after the project is over will be key to ensuring lasting impact and to promoting genuine modernisation and reforms in higher education. Therefore, the consortium members will continue to use any opportunity to present the policy recommendations stemming from the La MANCHE project and its post-project activities to policymakers at all relevant levels in their countries. Such presentation can take the form of communicating policy recommendations in face-to-face meetings with policymakers, presentations at policy-related events, publishing or presenting policy papers or discussion papers, initiating or contributing to public debates within the media, etc.

*Project “Leading and Managing Change in Higher Education”  
(La MANCHE)*

*Tempus IV Programme*



Tempus



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

International University College  
3, Bulgaria str.  
9300 Dobrich  
Bulgaria

Email: [lamanche@vumk.eu](mailto:lamanche@vumk.eu)  
Tel: +359 58 65 56 38