



## **Gavar State University**

### **Report on Local Multiplication Trainings**

The first training at Gavar State University within the framework of La MANCHE: Leading and Managing Change in Higher Education took place on December 11, 2013. The training was conducted by the Rector of the university, prof. Ruzanna Hakobyan. During the training the following topics were covered: institutional freedom and academic performance in European universities; institutional changes and the experience of the university of Thessaly, Greece: the creation of new structures for innovation and entrepreneurship.

During the discussion of the first topic the main point was how institutional freedom is connected with academic performance: the evolution of institutional freedom and EUA assessment of institutional freedom were introduced, the connection between quality assurance and institutional freedom were indicated. During the second topic the experience of the University of Thessaly for creating new structures for innovation and entrepreneurship were introduced: the main challenges and the ways for responding to these challenges were specified, the evolution of employment and career support, the barriers in this process and methods of overcoming them were mentioned.

The second training took place on December 12, 2013; at Gavar State University and was conducted by Dr. Arsen Aprozian, Vice-Rector the university. During the training the following topics were covered: European Higher Education Modernization Agenda and the role of educational leadership; organizations and social responsibility; sharing leadership: co-creating change. During the discussion of the first topic the main point was how educational leadership is important for modernization processes, what steps should be taken towards stimulating mechanisms to implement this process in our institution. It was mentioned that to reach the main goals of reforms we need to design the following strategies: policy plans at national level, increasing autonomy, increasing accountability and competition, as well as efficiency in the use of resources.

During the discussion of the second topic the concept of social responsibility was introduced, benefits of social responsibility on organizations and particularly on universities was mentioned, an example was shown how social responsibility is done in the UK, a discussion was held on what students understand by social responsibility. During the discussion of the third topic it was mentioned that the potential for creating change is identified within the institution.

A discussion was held about who should be sharing leadership and co-creating change with. It was also mentioned that student engagement in leadership processes is a requirement of quality assurance. In the end, the organizational leadership quadrants was introduced which revived interest among participants.

The third training within the framework of La MANCHE: Leading and Managing Change in Higher Education took place on December 13, 2013. The training was conducted by the methodologist of Academic policy Board, Lilit Torchyan. During the training the following topics were covered: managing change in higher education; team building in change management; communicating change and developing change management culture in the organization, Practical approach to developing effective communication skills. During the discussion of the first topic the following questions were touched upon: what can we change in a university, transactional or transformational changes, change management, leading the change/change processes and leader's styles.

During the discussion of the second topic a change game was conducted where the participants were asked to change their seats so that they can experience the emotions and feelings associated with change. This helped them to enhance their personal ability to deal with change. Then a test was drawn up, according to which the participants should have chosen 8 elements they preferred most, 8 elements that were most important to their career and 8 elements that represented their ideal job. In the end, the total score was calculated; the dominant colour for each participant was identified which characterized each of them.

During the discussion of the third topic the main emphasis was on the fact that to develop effective communication skills different approaches must be worked out to work with different groups. Among the best ways to work with groups the following was mentioned: to present the case quickly, clearly and with enthusiasm, use the group members in tasks requiring motivation, persuasion and initiative, listen hard and allow the expression of feeling and intuition in logical arguments, provide plenty of positive reassurance and likeability, avoid critical or judgmental statements of ideas, provide data – objective facts and figures the person can trust, etc.