

# Number III

June 2021

## Summary:

- Activities carried out
- Foreign partners about the project

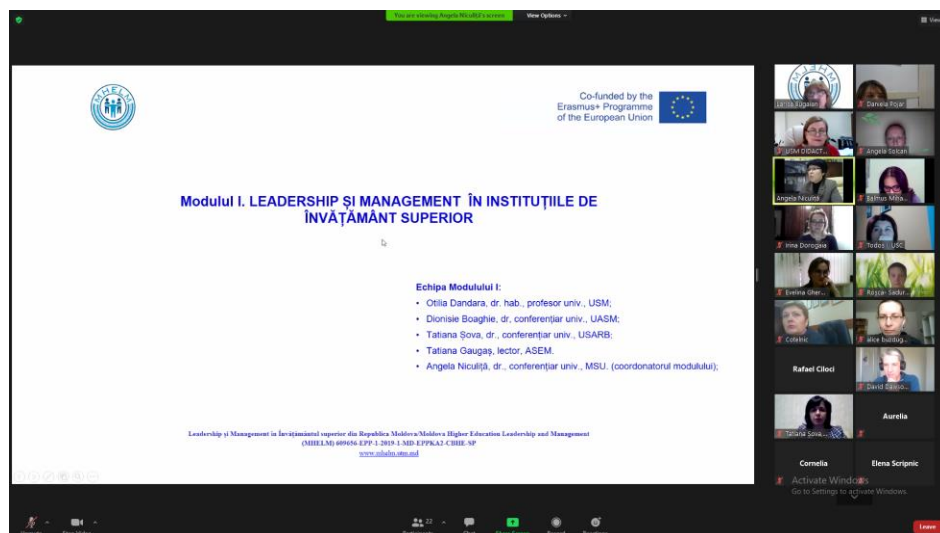
Moldova Higher Education  
Leadership and Management



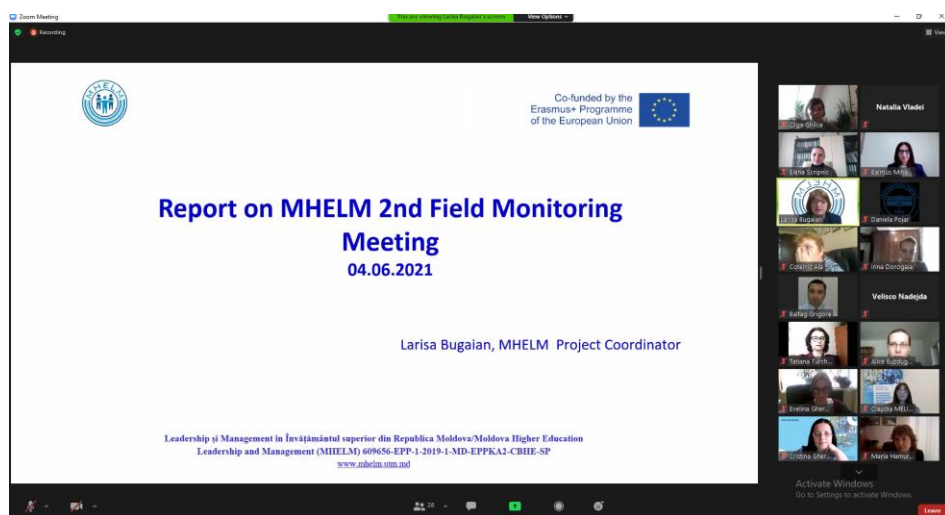
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# Newsletter



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## Piloting of the „Leadership and Management” programme

The purpose of the program piloting is to assure that project members will follow the training program, as trainees. At the end of the piloting session, the program will be evaluated by all project members, in order to improve it for future trainees.

At the opening of the piloting session, on January, 20, Larisa BUGAIAN, the institutional coordinator of the project, mentioned that the training program is worth 40 ECTS, or 1200 hours, of which 298 hours are reserved for direct interaction with the instructor, and 902 hours for individual work.

The piloting have been done during January – June 2021, as following: the first module „Leadership and trends in the evolution of higher education” – January – February 2021, the second module „Human resource management and organizational culture” – March – April 2021, the third module „Resource management in higher education” – April – May 2021 and the fourth module „Change management and institutional development” – May – June 2021. Each module ended with the evaluation of the individual work, consisting of the presentation of the work done in teams by the project members.

At the enf of June, the skills obtained during the course will be evaluated based on final individual/ group project presentation.

## Presentation of the MHELM project at scientific conferences

The MHELM project was presented at the 1st International scientific-practical conference “Trends and prospects of management development in the condition of global challenges”, organised by the Kherson State Agrarian Economic University at May 29, 2021.

During the Conference dr.hab., univ.prof. Larisa BUGAIAN, coordinator of the MHELM project, presented the purpose and objectives of the project, as well as the project activities. In her presentation at this Conference, Ms. Bugaian mentioned that, in order to facilitate the progress of reforms in the field of higher education in the Republic of Moldova, it is strictly

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necessary to train leaders and university managers with specific skills to restructure and manage a modern, progressive university, oriented to the accomplishment of the joint university mission of the European University Area. Leaders and managers must be able to drive change and cope with the major complexity that comes with increasing the size of the university's autonomy. As part of this reform, leaders and managers must ensure that their institutions, at all levels, are focused on training graduates with the knowledge and skills necessary to stimulate the economy of the Republic of Moldova and to ensure the development of society in general. This will require the IIS to focus on both national and regional labor market needs to become more internationally oriented.

During the International Scientific Conference „Management strategies and policies in the contemporary economy”, organized by the AESM's Management and Entrepreneurship Department, in online format on March 26-27, 2021, Ala Cotelnic, dr.hab., univ.prof., spoke about “The role of the university leadership in organizational change”, and Irina Dorogaia, Ph.D., associate professor, spoke about „Open innovation: challenges of the modern world for universities of the Republic of Moldova” based on the experience of the MHELM project.

And during the International Scientific-Practical Conference „Statistical methods and information technologies for the analysis of socio-economic development” organized in online format by the University of Administration and Law „Leonid Yuzkov” in Khmel'nitsky, Irina Dorogaia, based on the experience of the MHELM project, spoke about „The Importance of Emotional Intelligence in Organizational Change Management, project experience: MHELM”.

## Rector's Council recommendation

The rector's council as representative body of Moldavian universities, is one of beneficiaries of the developed study programme “Leadership and Management”. During its reunion on March, 10, rectors have studied the content of the programme and decided to recommend the use of study programme “Leadership and Management”, for continuing education of HE managers.

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## ANACEC evaluation visit

The recognition of the study programme „Leadership and Management” passed in the final phase. During January-March 2021, the self-evaluation report was edited by the project team. In March 2021, the demand for external evaluation of programme's quality was presented to the National Agency for Quality Assurance in Education and Research (ANACEC). Following the evaluation procedure, on May, 18, 2021, the evaluation team from ANACEC has visited virtually TUM, in order to interview all involved parts in the educational process of the program "Leadership and Management".

The audience was welcomed by dr.hab., prof. Viorel Bostan, rector of TUM, and his managerial team – dr., assoc. prof. Vladislav Resitca, vice rector for studies, Daniela Pojar, vice rector for financial issues and international relations and dr., assoc. prof. Stela Balan, head of Academic Management and Quality Assurance Department. During the visit evaluators discussed with the implementation team, formed by dr.hab., prof. Larisa Bugaian from TUM, dr.hab., prof. Otilia Dandara, dr., assoc. prof. Angela Niculita and univ.lect. Tatiana Turchina from SUM, dr.hab., prof. Ala Cotelnic from AESM, dr., assoc. prof. Valentina Pritcan from BSUAR, as well with staff from project supporting facilities – University Center of LLL, Financial department, Library.

The external evaluation of quality will end with the issue of the final decision of ANACEC on the authorisation of the study programme.

## Monitoring of the MHELM project by the national Erasmus+ office

On June 4, 2021, the National Erasmus+ Office carried out the 2nd Monitoring on the intermediate results of the MHELM project.

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The meeting was moderated by Mrs. Claudia MELINTE, director of the National Erasmus+ Office. The monitoring session was attended by representatives of the partner universities and the Ministry of Education, Culture and Research.

In the opening session Mrs. Melinte greeted the participants and mentioned the need for these monitoring meetings, which aim both to implement the planned activities, to know the results, but also to discuss some issues that may arise during the activities in order to prevent and to overcome them.

Then, Mrs. Larisa BUGAIAN, the project coordinator, summarized the activities carried out in the last 6 months, mentioning the importance of the first piloting of the Leadership and management programme developed by the members of the MHELM team. This was the biggest novelty of the project in the last 6 months, namely: the completion of the materials for the launch of the project and the piloting of the programme with a duration of 40 credits. The piloting activities started on January 20 and lasted until June 4, 2021 online, using the ZOOM platform. The training showed the importance of this course for managers of different levels in the university. During the training, different methods of activating the beneficiaries were used. Also, it was demonstrated the achievement of the programme in inter-university environment, because the training, together with theoretical knowledge, bring a great benefit regarding the exchange of experience and opinions made through different case study methods, debates, project presentations and university strategies.

Another important activity achieved during the reporting period is the elaboration of the self-evaluation report of the Leadership and Management programme, its submission along with the support documents to the National Agency for Quality Assurance in Education and Research and the beginning of the external evaluation process for its authorization for provisional operation.

Also, during this period all the equipment was purchased and was in the installation stage in the dedicated rooms.

Other 6 project partners presented the activities carried out within the project during the mentioned period. In fact, all the

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activities carried out by the 24 members of the MHELM team had a common goal: to carry out the first piloting of the programme in the manner of good interuniversity development.

Finally, Mrs. Claudia MELINTE appreciated the work carried out within the MHELM project and came up with some recommendations regarding the implementation of the project in the future.

### **Round table organised within the piloting of the fourth module**

On May 20, 2021, a round table was held entitled „The importance of change strategy in ensuring the operation and sustainable development of higher education institutions”, an activity that is part of the continuing professional training programme „Leadership and Management”.

The event was opened by the project coordinator, dr. hab., univ. prof. Larisa Bugaian (TUM), who mentioned the usefulness of such events in the exchange of experience to achieve the goal of strengthening governance, strategic planning and management in universities in the Republic of Moldova, to support reforms in the sector by increasing leadership and capacity and management capabilities.

Welcoming speeches were given by Mrs. Ala Cotelnic, institutional coordinator of the project, team leader of Module IV: Change Management and Organizational Development of Higher Education Institutions, presenting the team members: Evelina Gherghelejiu (SUMPh „N. Testemitanu”), Maria Hămuraru (SUM), Liudmila Roșca-Sadurschi (SUC), Rafael Ciloci (TUM), Irina Dorogaia (AESM).

The event was attended as speakers by:

- Iordan Gheorghe Bărbulescu, Ph.D. in Political Science and Sociology, Dean of the Department of International Relations and European Integration within the National School of Political and Administrative Studies, Bucharest, Romania, with the presentation „Strategic University Management in Higher Education Institutions in Romania”.

- Iulia Sergheevna Valeeva, director of the Center for Editorial Activities of the State University of Energy in Kazan

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(Russian Federation), expert in the educational center supporting the federal program „Human Resources for the Digital Economy – 2025”, with the presentation „Digitalization as a tool for transformation of the university”.

- Olga Unitlov, associate professor, Department of Marketing, Head of International Development Department (Bachelor), School of European Management Audencia, France „Audencia: a pioneering business school for integrating the ecological and social transaction into higher education”.

As a result of the discussions, the participants in the event reached the following conclusions:

- The strategic objectives of the institutional changes were directed as follows: for Romania - the internationalization of the educational process; for the Russian Federation - digitization of the educational process; for France - connecting the educational process to the objectives of sustainable development.

- An interesting approach was shared by the European School of Management by developing the profile of students according to the level of acquisition of professional competences.

The information presented at this event are highly topical and very useful for participants from universities in Moldova.

## Europe Day in Moldavian universities

In the context of the celebration of Europe Day, from 9 to 25 May the partner universities organized several activities focused on messages of solidarity, promoting freedom and peace, facilitating the understanding by young learners of how the European Community governs by unity, respecting the human rights and through the full support of the Republic of Moldova, in general, and of the University, in particular.

On May 18, the event dedicated to the presentation of the project "Strengthening institutional capacities with EU support: presentation of the results of the project „Moldova Higher Education Leadership and Management” (MHELM) took place at SUARB. Valentina PRIȚCAN, Dr., associate professor, vice-rector for scientific activity and international relations, institutional coordinator of the project, mentioned that the

purpose of the MHELM project is to strengthen governance, strategic planning and management in Moldovan universities, to support reforms in the sector by increasing leadership and management capabilities.

On 14 May, TUM presented its own experience in Erasmus+ projects. Among the projects presented was the MHELM project. Mrs. Bugaian Larisa mentioned that for TUM the MHELM project is the first project fully coordinated by TUM, being a national project, dedicated to strengthening the competencies of HEI managers.

On May 13, ASUM organized a workshop dedicated to Europe Day, where the ASUM experience within the MHELM project was presented.



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## **Dr. David Dawson – University of Gloucestershire (UoG), Cheltenham, Reader in Leadership, The School of Business and Technology**

The MHELM project has been piloting the Moldovan Leadership and Development Programme. This 40 ECTS level 7 programme provides Higher Education leaders and managers the opportunity to reflect on their skills and develop them in order to deliver change for the HE Sector in the Republic of Moldova.

It is with this view that colleagues at the University of Gloucestershire have contributed in supporting the development of the programme and its pilot delivery. Drawing on our 15 years of experience in the design and development of our MA Higher Education Leadership and Management programme, we have since January 2021 been shadowing the piloting of the Moldovan programme. We have followed the delivery of the 4 modules making suggestions for change and improvement.

What has resulted from the hard work of the partners in the MHELM project is a high-quality programme of leadership development that challenges leaders to reflect on their approach to leadership in the particular historical, cultural, economic, social, and political context of Moldova. Whilst we have been shadowing the programme have both witnessed and impressed by the willingness of the programme's participants to collaborate and debate key issues facing the HE sector in Moldova. This is testament to the strong relationships that already exist. Through further collaboration there is the potential to transform the higher education sector so that its relevance is maintained and its impact for the citizens of Moldova increased.

In the next phase of the MHELM project's implementation we look forward to seeing the learning of the programme's participants having a greater impact on the day-to-day operations of Universities in Moldova and the provision for their students. Stronger governance through strengthened risk management processes in Universities and innovation in teaching and learning practices across the sector through changes to curriculum design are just two areas where change

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is easily achievable. Our call to all leaders and managers in higher education in Moldova is to have confidence that they both have the right and ability to lead wider and ongoing change that will enable the provision of higher quality education that has a real impact on the society and economy of Moldova.

It is through these changes that the MHELM programme will provide immediate value to the universities and the Moldovan Higher Education sector as a whole. The programme through raising the capacity of leaders and managers to drive through change for the sector as a whole will be supporting the transformation of the Higher Education sector.

### **Dr. Alice Buzdugan – ISOB GmbH Regensburg, Researcher**

ISOB participates in the piloting of the new LMDP as the internal evaluator and EU partner. It shadows the piloting sessions giving feedback through the online form developed together with UoG and preparing evaluation reports. An important indicator of success for the programme pilot was the high number of participants (23). They and the EU partners are very satisfied or satisfied with the content, interactive training methods, and delivery of the leadership programme, as the evaluation surveys show. The broadness of the topics addressed by the programme and the richness of relevant details are impressive from the point of view of prospective participants in the programme. The interactive training methods create a positive impact starting from the lively sessions, offering the opportunity for many interesting and insightful discussions about current developments, future trends, and how to approach difficulties in the Higher Education institutions in a constructive way.

### **Dr. Liliana Rogozea, pof. vice-Rector for Public Relations, Transilvania University of Braşov, partner of the project**

The university is not only the place where knowledge is offered but also the place where characters are formed, the moral and professional profile of those who will become leaders in their

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fields in the future is created. The project „Moldova Higher Education Leadership and Management” is a very ambitious one in its objectives, a project that tries to train managers not only „born” but also trained on a scientific basis, starting from the latest knowledge in the field of training in education, management in general and is mainly based on the principles of professional ethics and deontology.

The project managed to gather professors recognized for their knowledge and experience in university management and pedagogy in countries such as Romania, Germany and the United Kingdom, along with the best specialists from the Republic of Moldova, from the most important universities.

Modernizing the higher education system and especially adapting it to the needs of the current generation, encouraging teachers not only to be role models but also factors of progress in society can only be done in a complex, competitive and stimulating environment for teachers and students engaged in the educational process in each country.

The advantage brought by the development of this project is related to the multidisciplinary team formed by personalities from universities where different study programs are carried out (technical, medical, socio-cultural, economic, sports, forestry or agricultural, etc.) and who designed courses that were not only attractive but also challenging, leading to heated debates during the presentation sessions.

With the implementation of the Bologna system, there was a paradigm shift in the organization of the education system, which, however, caught unprepared decision-makers, especially in countries starting from a centralized education system, such as Romania and Moldova. Slowly, things began to change, starting from the knowledge of the realities in their own country, but also on the basis of international cooperation, whose exponential dynamics led to unexpected results, by implementing international projects in which all collaborating countries had to win, whether it was Tempus, Erasmus or research projects.

In recent years, the tools, perception, „technology” of management have undergone changes in the management systems in the higher education system, more and more young

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people being involved in management activities and becoming aware that beyond the native qualities absolutely necessary for leadership it is necessary to have access to the latest information in the field of management, so that they can become true leaders in the field.

Developing the ability to make decisions, financial expertise, transforming those who will participate in courses into specialists not only in their field of competence but also in education in general and management in particular is not only the objective of the project but also its result, if we analyse the way of carrying out the activity in the last period within the project.

The efficiency of university management procedures will be the basis for the changes that will be made in the future, and the MHELM project is a promoter of this change.

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# MHELM PROJECT

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**More information about the project activities can be found on the official website of the project**

**[www.mhelm.utm.md](http://www.mhelm.utm.md)**

**As well as on the project pages of the partner universities:**

- <https://ase.md/proiecte-internationale/mhelm.html>
- <https://proiecte.usch.md/despre-proiect/>
- <https://www.uasm.md/en/mhelm>
- <https://usarb.md/mhelm/>
- <https://usmf.md/ro/relatii-externe/proiecte/lidershipul-si-managementul-invatamantului-superior-din-moldova-mhelm>
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