



DISSEMINATION PLAN & STRATEGY

Erasmus+: KA2: “MOLDOVA HIGHER EDUCATION LEADERSHIP
AND MANAGEMENT (MHELM)”

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As a general overview and understanding of official EC requirements, partners are invited to read carefully the section *DISSEMINATION AND EXPLOITATION OF RESULTS* of the Erasmus+ Programme guide 2016 (https://ec.europa.eu/programmes/erasmus-plus/programme-guide/annexes/annex-ii_en). It provides a clear and brief description and requirements to the EU funded projects in term of visibility and dissemination of results.

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INTRODUCTION

What is the Dissemination?

Dissemination is a planned process of providing information on the results of programmes and initiatives to key actors. It occurs as and when the result of programmes and initiatives become available. In terms of the Erasmus+ Programme this involves spreading the word about the project successes and outcomes as far as possible. Making others aware of the project will impact on other organisations in the future and will contribute to raising the profile of the organisation carrying out the project. To effectively disseminate results, an appropriate process at the beginning of the project needs to be designed. This should cover **why, what, how, when, to whom and where** disseminating results will take place, both during and after the funding period

[Erasmus + Guide Programme, 2016, p.300]

Why Dissemination is important?

Taking the time to develop a comprehensive dissemination and exploitation plan will be advantageous for both the beneficiary and its partners. As well as raising the profile of the organisation, dissemination and exploitation activities can often create new opportunities to extend the project and its results or develop new partnerships for the future. Successful dissemination and exploitation may also lead to external recognition of the work carried out adding further credit to it. Sharing the results will enable others to benefit from the activities and experiences of the Erasmus+ Programme. Project results can serve as examples and inspire others by showing what is possible to achieve under the Programme.

In summary, dissemination aims to achieve the following objectives:

- To **promote** and **raise awareness** with regard to the project contents and developments;
- To provide **information** on the quality, relevance and effectiveness of the **results**;
- To successfully **transfer** the results to appropriate decision-makers in order to achieve their sustainable promotion and support;
- To convince individual end-users to adopt and/or **apply** the results, also after the project and support by the project partnership has ended.

What do we want to Disseminate?

During last decade major structural modification have been made in the field of higher education. According to national regulation University enhances university autonomy and the right of each university's community to establish its mission, institutional strategy, structure, activities, organisation, and approach to financial and human resourcing. Experience of the recent reforms has highlighted the qualities and skills needed by leaders and managers, carried research showed that leadership and management development in Moldovan universities has been ad-hoc and sporadic, and that most do not have the specific training to meet the challenges of the reform agenda. Through the project will be developed a formal leadership and management development programme, tailored to the specific needs of higher education institutions, and their leadership and management staff, in the Republic of Moldova. The programme will be developed in collaboration with MEQR, will be piloted by the partner-universities, adjusted according to the feedbacks. The designed programme will be recommended to all public and private universities in Moldova. The results of the project



are aimed to reach the right target audiences, providing the greatest benefits and impact. The outputs are designed to have a maximum impact both inside and outside the partnership.

What does this project want to achieve and – overall – what's about?

The **leading purpose** is to strengthen the governance, strategic planning and management in Moldovan universities in order to support the sector reform through increases in leadership and management capacity and capability.

Following the leading purpose have been defined some **specific objectives**:

- Establish where the best practices of the EU partner universities on design and delivery of development programmes can be applied to increase the leadership and management capacity of Moldovan universities;
- Create a higher education leadership and management development programme focused on governance, strategic planning and management, that is appropriate for delivery in Moldovan universities;
- Train the staff of the Moldovan partner universities in delivering the leadership and management development programme.
- Create an infrastructure to support and sustain the leadership and management development programme.
- Pilot and implement the new leadership and management development programme in Moldovan universities.

To find the best time for dissemination it is very important to know the project milestones and outcomes and the time when their development is completed.

The dissemination strategy runs along with the main project's activities and with the development of the project's Intellectual Outputs, acting as an umbrella to demonstrate professionalism, coherence and unity of the consortium.

The aim of the dissemination is primarily to distribute general information about the project first. Then, to give visibility of the MHELM outputs, publications and meetings, to make them accessible to a wider audience.

For this reason, this document aims to get a general overview on the project, providing a structured planning of dissemination activities, outlining the target groups that need to be reached as well as the responsibilities of partners and a timeline for dissemination activities.



TARGET GROUPS

TO WHOM are we addressing? -

The project foresees the involvement of the following target groups: Rectors, Institutional strategic leaders, Senior managers, Academic leaders (e.g. course leaders) and Non-academic managers (e.g. human resources, finance, and estates management).

There are 554 leaders and managers across the seven partner institutions who lead and manage over 5,600 staff and support 35,000 students. It is estimated that there are up to another 1,000 leaders and managers working in other higher education institutions in the Republic of Moldova who can benefit from dissemination of the project's outputs.

In preparation for the January 2018 survey conducted by P2 (UOG), a framework containing 30 qualities and skills grouped into nine domains was developed. These represent the competencies needed by leaders and managers in higher education. This framework formed the basis of the training needs analysis. Across all leaders and managers who responded to the survey, the four (of the nine) domains presented as being the most significant development needs were: leadership, managing resources, managing people for performance, and managing higher education knowledge. The training needs analysis results also showed that, in general, more senior leaders felt that they were more competent on the qualities and skills and that the five target groups can be constituted in to two categories.

TG1. Rectors, Institutional Strategic Leaders and Senior Management

The first category is constituted of the Rectors and principals, members of institutional strategic leadership teams, and senior managers (88 people across the partner institutions). The results of the interview survey suggest that a version of the new programme that emphasises collaborating on the strategic development of the HE sector should be delivered to meet their particular needs.

TG2. Academic Leaders and Non-academic Managers

The second category constituted of academic leaders and non-academic managers (466 people across the partner institutions) were seen to have similar development needs to one another, feeling less competent across the quality and skill domains. The interview survey results suggest that this reflects a lack of exposure to modern leadership and management methodologies and that there is a need to introduce basic principles before building to more strategic levels.

HOW will all TGs be involved?

All TGs will be reached thanks to an active action foreseeing 2 mainly activities: a) external dissemination and b) internal dissemination.

- *External dissemination*

TG coming from partner universities will be involved directly in the realization of project activities, mainly in the development, implementation and evaluation of the new HELM Programme (D 2.1 – 2.3).

TG coming from non-partner Universities will be reached directly through the dissemination of the MHELM pack to be implemented in their universities. To reach non-partner universities will be organized a senior



managers breakfast meeting and training seminars aimed to present the methodology and the components of the new HELM Programme.

Both project partner and non-project will be reached through the project website, social media, newsletter, press-releases and publication on specialized platforms.

The Project website will help them to raise the awareness on project activities. Social media will be used by all Partners to engage with peers in a dynamic way. The open and informal flat structure of social media will support broader engagement. As the Project draws to a conclusion a key dissemination route to academic and education audiences will be via the publication of an academic research paper and its promotion at relevant events

- *Internal dissemination.*

The involvement of TG will be put in practice through the internal dissemination actions to promote the project to other members of staff in their own organisation. Trello will be used to disseminate all related information to all partner.



MAIN SUGGESTIONS TO CARRY OUT A “RESPONSIBLE” DISSEMINATION

All partners are responsible for national dissemination, in addition to networks which correspond to their institution profiles. The immediate first suggestions for an efficient and effective dissemination process in terms of content are:

- Use **clear language** which is suited to the target groups. It is important to define and formulate the contents of our projects according to the life worlds of our target groups.
- With all publications the defined **key messages and advantages** of the project results should be taken into account for the respective target groups.
- **Quality instead of quantity**: the aim of our dissemination activities is explicitly not to send as many emails as possible. The aim is to move the right contact persons in the right institutions to a productive exchange about the contents of the project.
- All MHELM material/results/communication produced should be published under a **unified picture** both in terms of design and content. A Corporate Identity will be created in order to achieve this unity.
- The publications should be formulated and designed, so that these **can be adapted** to different national backgrounds and contexts.

Each partner is responsible for dissemination at local, regional and national level and this will be monitored and coordinated by TUM.



THE STRATEGY FOR DISSEMINATION AND KNOWLEDGE MULTIPLICATION

The objectives of our dissemination strategy are:

- 1) **Provide important information** to key actors – Rectors, Institutional Strategic Leaders, Senior Management, Academic Leaders, Non-academic Managers;
- 2) **Provide recommendations** for future implementation of the programme;
- 3) **Reach the maximum number of stakeholders** & potential end users in the most relevant & effective way, including tools such as printed leaflets, newsletter, press releases, website, multiplier events;
- 4) **Disseminate activities & obtained tangible results** to achieve mainstreaming and impact's multiplication of outputs among target groups;
- 5) **Relate intellectual outputs to target groups** & identify best communication channels, including social media;
- 6) **Ensuring continuous engagement** with the target audiences during diverse events;

The already foreseen identified dissemination actions in the previous paragraphs - EXTERNAL and INTERNAL one – will support the consortium to achieve these Strategy's objectives.

On account of providing an overview we can divide media for external dissemination into four main groups:

1. **Internet based activities:**
This includes website, Facebook, project and partners newsletters, posts on partners websites, etc.
2. **Media based activities:**
Dissemination through media, journals, TV and radio, if applicable.
3. **Face to face activities:**
These will include all foreseen dissemination events or focus group.
4. **Outputs/Publications/Productions:**
These include all deliverables that will be published and/or printed, such as project brochure, reports, Outputs, testimonials, etc.

Serving the external and internal dissemination, the creation of a professional visual identity of the project is fundamental for the project dissemination.

A good corporate identity is essential, in order to create a professional and easily recognizable identity of the project and it must be attractively created for target groups.

The project Corporate Identity (CI) is composed by the following elements:

- Logo.
- Web design.
- Word template.
- PowerPoint Template.
- Online Brochures.



N.B. It is highly recommended to use the professional corporate design in all material produced within the project to support an effect of recognition. In addition, it is of crucial importance to follow the rules of corporate identity given by the European Commission such as clear instructions on the use of logos and disclaimers:

Beneficiaries of European Union (EU) funding are obliged to display the EU flag and to acknowledge the support received under the relevant EU programmes in all communication and promotional material.

The European Union emblem (flag) must be used and the name of the European Union displayed in full. The name of the Erasmus+ programme can appear with the flag. The preferred option is to write “Co-funded by” or “With the support of”, then “the Erasmus+ programme of the European Union” next to the EU flag. E.g. “Co-funded by the Erasmus+ programme of the European Union” or “With the support of the Erasmus+ programme of the European Union”.

All publications and products have to display the official requisites of the European Commission and contain:

- **Erasmus +** (with mention: Co-funded by + [programme name] of the European Union)
 - Text on the right, EU flag on the left: [EPS](#) | [JPG](#)
 - Text on the right, EU flag on the right: [EPS](#) | [JPG](#)
 - Eu emblem (Alone) : [EPS](#) | [JPG](#)

Source: http://eacea.ec.europa.eu/about-eacea/visual-identity_en

For more information:

- Erasmus+ Graphic design toolkit:

http://www.erasmusplus.it/wp-content/uploads/2014/01/erasmus-plus-toolkit-20131031_en.pdf

In the following sections we will show which media are best suited to dissemination purposes.

1. Internet Based Activities

A. Project website

Bilingual Website of the project will be set up. The website will be the main dissemination instrument and host the main outputs of the projects. The website will be multi-functional and display: Project summary + objectives, partners, contacts, links, disclaimer/logo, Activities and outputs.

TUM will be responsible for technical maintenance of the website.

All partners will contribute to the content of the website which will stay active for min. 3 years.

B. MHELM social network: Facebook page



Social Network and related tools are very useful instruments for the partnership to keep the project alive by regular posts & updates about the project and other related topics. This will ensure a wider visibility and a more active involvement of stakeholders.

The project's website will be connected to all the MHELM social network Facebook, so all the updates will be easily received.

It is highly recommended that all partners contribute to their contents (first of all, FB page) by posting, liking, commenting and above all promoting these tools and inviting new people.

The main communication language will be English and Rumanian. In the case of the FB page, each partner is encouraged to use the hashtag #MHELM.

The development and maintenance of the Facebook page is under the responsibility of TUM.

C. Partners' websites

It is highly encouraged for partners to promote MHELM project in all their means of communication.

Every project partner should publish an introductory presentation of MHELM project onto their own website in Rumanian and English – to acknowledge about project contents, Erasmus+ programme, the aims, the target groups and the project results. In this way the networks and customers of all project partners will be informed about MHELM.

Links to the official project website and to other partners' sites will extend this information network.

Information about the project can be as well integrated into the **newsletter** of the project partners, if existing.

D. Newsletter

TUM is responsible to design the e-newsletters. 8 newsletter editions will be produced with description of different stages of the project activities to be sent to the contact lists & partner's network. Newsletter will be sent out according to project milestones and Intellectual Outputs.

Text will be translated into national languages thus ensuring the maximum spreading of the contents.

E. Networking

Cross-University Delivery Staff Network - an email-based network through which trainers delivering the new programme will be able to support one another, exchange ideas and collaborate.

In order to reach a suitable number of stakeholders online, the partnership will create a database of at least **500 contacts**.

2. Face To Face Activities

A. Meeting related to the activities' implementation

Each partner will run different face to face meeting related to the implementation of the project activities: meeting with staff, presentation during Europe days or Erasmus plus, etc.

Partners are asked to present the project using documents reflecting the project corporate identity once they're produced.

C. Senior University Management Teams' Breakfast Seminar



A breakfast seminar aimed to disseminate programme benefits to senior managers in non-partner Moldovan universities will be organised to ensure adoption of the programme in their institutions.

D. Train the Trainer Seminars for non-project partner HEIs in Moldova.

The new programme will be recommended to be implemented within the public and private universities. The methodology of the new programme will be presented in two train the trainer seminars, target group will be staff from non-project universities.

3. Media Based Activities

A. Press releases

Press Release will be sent by each partner after each event, in order to reach the stakeholders and to maximize the dissemination of the Outputs.

B. Articles on specialized press

Partners will publish information about project outputs (with links to the on-line publications) in national industry targeted magazines and websites, spreading the contents of the project in the adapted places.

4. Outputs/Publications/Productions

These include all deliverables that will be published and/or printed, such as brochures, poster and flyers, reports, intellectual outputs etc.

These materials could serve as an important dissemination tool, being handy and easy to distribute as invitation for local events or for informative reasons.

The materials will include logo of the project, Erasmus+ logo and disclaimer and partner organisations' logos and contacts.

These dissemination materials will be available to enable participants to take MHELM information back to their organizations and disseminate.

A series of testimonials will be produced during and after the project has finished to encourage leaders and managers to participate in the new programme.

Partners are encouraged to disseminate them during the relevant events to increase the interest about the project.



INTERNAL COMMUNICATION

The internal communication is also coordinated by the project coordinator and organised as follows:

- Communication of Day to day management is mainly running via email;
- The storing and sharing of relevant internal document are running through the Trello platform.

Dissemination Reporting

The MHELM consortium needs a documentation and monitoring system not just to prove our dissemination activities to the European Commission, but also to provide a measure of success for our strategy and its realization.

This system will run through the following action steps:

- TUM will produce and circulate the Dissemination Report template;
- Every six months each partner will be asked to produce a dissemination report with all the dissemination activities carried out during the past six months;
- Every partner will collect proofs of dissemination activities (pictures, participants list, screenshots, copies of e-mails, articles) and will upload them in the Trello – in the WP4 folder;
- These proofs will be reported in the Dissemination Report which will be send to TUM;
- Once per year TUM will provide a general dissemination report, collecting the results of dissemination activities of the whole consortium.

INTERNAL DISSEMINATION PLAN				
Activity	Description	Responsibility	Target Audience	Time frame
Dissemination strategy	Providing dissemination strategy	TUM	Partners project managers	November 2019- March 2020
	Providing templates for dissemination materials and documents	TUM	Partners project managers	November 2019 - March 2020
Facebook Page	Creation of project's Facebook page	TUM	Wide audience	November 2019
Website	Creation of project's website	TUM	Wide audience	November 2019 - March 2020
Dissemination Report	First Dissemination Report	All Partners	Partners' project managers	First report – November 2020 Second report – November 2021 Third report – November 2022 Final report – November 2022
Internal meetings	Each organization will hold regular meetings to keep staff members informed and involved in the project development.	All Partners	Internal staff of each organization.	After each relevant project's activity



EXTERNAL COMMUNICATION

Actions, that are best suited for the specific dissemination of the main project's milestones related to EXTERNAL communication:

EXTERNAL DISSEMINATION PLAN				
Activity	Description	Responsibility	Target Audience	Time frame
Online Media Means	Online brochures with project description and outcomes will be produced and spread at organizational, regional, national and European Level. They will include project's description, objectives, activities and consortium. They will be freely downloadable from the project website and printable to serve for general dissemination in online and face-to-face activities. Facebook account to communicate results, and website address will be included.	TUM for producing it; All partners will spread it. The online means will be published on the partners' websites and spread through partners' networks.	<i>At organizational level:</i> Internal staff of each organization; <i>At national level:</i> All people and stakeholders interested in the project's topics.	All project lifetime
Output D. 2.3.3 New Leadership and Management Development Programme	The Programme Pack, which includes staff handbook, student handbook and materials will be elaborated to support the staff training workshops and the new LMDP	All partners	<i>At national level:</i> <ul style="list-style-type: none"> University staff of non-project universities; All people and stakeholders interested in the project's topics. 	From August 2022 to the end of the project and project post- period
Local Dissemination Events	1 (one) dissemination breakfast seminar for senior management teams of non-partner universities and 2 (two) train the trainer seminars to non-project partner HEIs in Moldova	All partners	<i>At national level:</i> <ul style="list-style-type: none"> Senior managers from non-partner universities, All people and stakeholders interested in the project's topics. 	From September 2022 to October 2022



EXTERNAL DISSEMINATION PLAN				
Activity	Description	Responsibility	Target Audience	Time frame
Partners meeting	11 meetings will be held, either as part of workshops or by video conference. Intervening meetings review progress updates against a project template. Articles and information about the meetings will be spread through the partners' channels and through the project's website and FB page.	All Partners	All people and stakeholders interested in the project.	During the timeline of the project
Press Releases	Press releases will be created before or after relevant moment for the project's development.	All partners	All people and stakeholders interested in the project.	After project meetings or before other events or when appropriate (the coordinator will agree with partnership on the specific time to be used).
National/International Media Publications	Partners will publish information about project outputs in academic papers (and other academic/ professional publications). The aim is to disseminate the results as widely as possible through international and national networks.	All partners.	All people and stakeholders interested in the project.	Ongoing.
Newsletter	Newsletter with information on the progress of the project will be sent to relevant stakeholders.	All partners	All people and stakeholders interested in the project.	Annually



GENERAL RECOMMENDATIONS AND FURTHER STEPS IN THE MHELM PROJECT

These are suggestions that should be taken into account in the project process:

- **Presentation of MHELM** at other conferences/seminars/project fairs/events etc.;
- Project dissemination material to be used by all partners **to promote and raise awareness**;
- Links from **partner organisations' websites to project website**;

Links from **other websites to MHELM website** (other projects, organisations, universities, networks);

- **Active participation** of MHELM project partners in all project activities;
- Use of **dissemination templates** provided by TUM in order to make reports easy to analyse and to compare;
- Follow **rules of corporate design and graphic identity** from MHELM project and European Commission;
- **Collecting feedback** from stakeholders and target groups;
- **Continuous communication** within the project partnership;
- **Continuous updates** of activities in dissemination planning of each partner;
- **Reporting of activities** in details including documentation material;
- In case of online documentation for the reporting, please, provide **screenshots** together with URLs and links;
- Reports of dissemination activities should be **sent on time**;
- **Contact TUM** in case of questions or if any kind of support is needed relating to dissemination and exploitation actions.

All partners are expected to disseminate the project results through their institutional dissemination channels and beyond, using their networks and running projects to inform the interested parties about projects results.