

Number II

February 2021

Summary:

- Activities carried out
- Partners about the project

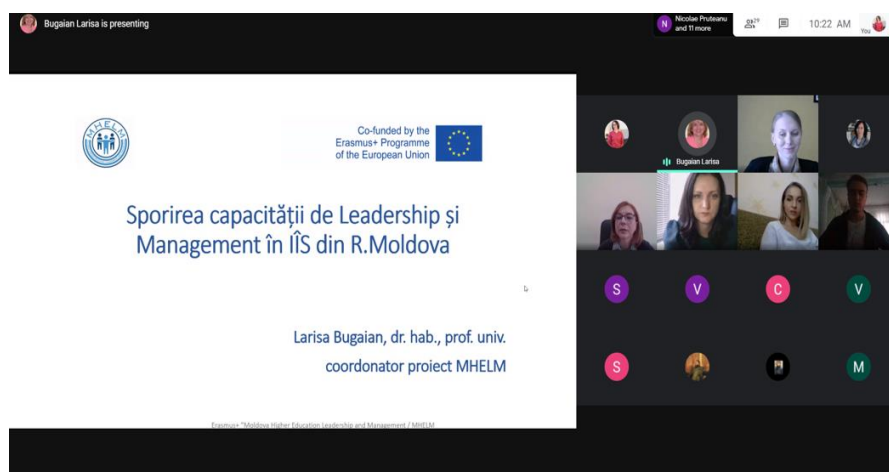
Moldova Higher Education
Leadership and Management



Co-funded by the
Erasmus+ Programme
of the European Union



Newsletter



<https://mhelm.utm.md>

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Approval of the study programme by the Institutional Strategic Development Councils and the Senates of the partner universities

During the last 6 months, the partner Universities presented to the Institutional Strategic Development Councils (ISDC) the new study programme, the objectives and expected outcomes, as well as the contribution of this programme to the further development of the Universities. The ISDCs and the University Senates approved the study programme, repeatedly confirming their commitments in the implementation of the study programme „Leadership and Management”.

Approval of the study programme by the Ministry of Education, Culture and Research

In September 2020, the Ministry of Education, Culture and Research approved the study programme „Leadership and Management”. The study programme has a total number of 1200 hours or 40 credits. Of the total of 1200 hours, 298 hours will be hours of direct contact, and 902 will be devoted to individual study. The implementation of the study programme will allow the achievement of objective 7.16 of the Government of the Republic of Moldova for the period 2020-2023, namely of the action 7.16.4. „Approval and implementation of the Training Programme for the development of higher education management”, which has as a performance indicator the approval of the continuous training programme and the training of 100% of the managers of higher education institutions.

The approval of the study programme is included in the achievement of the objective 7.16 of the Government action plan for 2020-2023.

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Elaboration of the curricular package of the „Leadership and Management” study programme

In order to carry out the training activities, the work teams developed the course support for the study programme modules, as well as the pedagogical guide.

The study plan includes 5 modules: Leadership and trends in the evolution of higher education, Human resource management and organizational culture, Resource management in higher education, Change management and institutional development, Strengthening leadership and institutional management: strategic approaches. The first 4 modules will be completed over 10 days, each module will have a task, which will be completed and defended individually or in a team. The fifth module involves the realization of a project that will have as a theme „Strengthening leadership and institutional management: strategic approaches” which will be defended at the end of the programme, representing the final assessment.

The modules were developed by the work teams, consisting of representatives of partner universities:

- Module I „Leadership and trends in the evolution of higher education” – Angela NICULIȚĂ, Ph.D., associate professor, SUM (Module leader); Otilia DANDARA, dr.hab., professor, SUM; Dionisie BOAGHIE, Ph.D., associate professor, ASUM; Tatiana GAUGAȘ, lecturer, AESM; Tatiana ȘOVA, dr., associate professor, SUM.
- Module II „Human resource management and organizational culture” – Daniela POJAR, Head of Resource Management Department, TUM (Module leader); Tatiana NOVAC, Head of Legal and Human Resources Department, SUMP; Valentina PRIȚCAN, Ph.D., associate professor, SUARB; Irina TODOS, Ph.D., associate professor, SUC; Grigore BALTAG, Ph.D.,

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associate professor, ASUM; Mihaela BALMUȘ-ANDONE, lecturer, SUM.

- Module III „Resource management in higher education” – Larisa BUGAIAN, dr.hab., professor, TUM (Module leader); Victoria CRAVEȚ, Vice-rector for economic and financial activity, SUMPH; Angela SOLCAN, Ph.D., associate professor, AESM; Cornelia CRUCERESCU, Ph.D., associate professor, TUM.
- Module IV „Change management and institutional development” – Ala COTELNIC, dr.hab., professor, AESM (Module leader); Liudmila ROȘCA SADURSCHI, Ph.D., associate professor; SUC; Maria HAMURARU, Ph.D., associate professor; SUM; Evelina GHERGHELEGIU, Ph.D., lecturer, SUMPH; Rafael CILOCI, Ph.D., associate professor; TUM.

Piloting the „Leadership and Management” continuous education programme



The piloting of the programme involves, at a first stage, the presentation of the elaborated contents, their adjustment, as well as training sessions

delivered by the external partners of the project.

As a result, between November 17-26, the members of the MHELM project team participated online in the training session, according to the project action plan.

During the 5 days of training, David Dawson, coordinator from the University of Gloucestershire, Alice Buzdugan, coordinator



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from ISOB, and Liliana Rogozea, coordinator from Transilvania University of Braşov, facilitated training sessions with the following topics: Competences and skills framework of management and leadership in higher education, Resistance to change and its management, Implementation of group projects with national impact, Coaching methods for training leaders, Impact assessment.



The representatives of the partner universities from Moldova presented the contents of the modules developed within the project.

The members of the work teams talked about the structure of each module, the training strategies and the methods of knowledge assessment. European partners came up with comments and suggestions for improving the content.

As a result of the presentations, the development teams of the „Leadership and Management” programme discussed about completing the set of active training methods with new ones that can be done online. It was also discussed that the projects for completing the modules should be carried out mainly in inter-university teams. The final assessment methods were also discussed, which will be carried out at the end of the training within the training programme, as well as the organizational aspects of the training sessions.

Monitoring of the MHELM project by the national Erasmus+ office



On 9 December 2020, the national Erasmus+ office carried out a monitoring visit to the MHELM project.

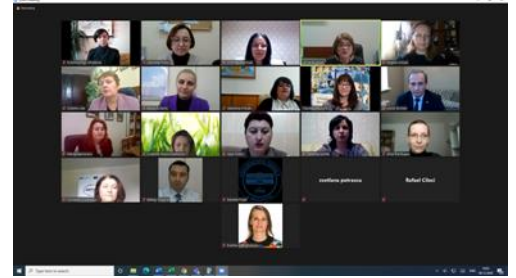
The meeting was moderated by Ms. Claudia MELINTE, director of the national Erasmus+ office. The monitoring meeting was

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attended by representatives of partner universities, as well as the Ministry of Education, Culture and Research.

In the opening session of the meeting, Viorel BOSTAN, rector of TUM, welcomed the audience and mentioned the importance of the project



for the training of management staff in higher education institutions.

Next in the meeting, the project partners presented the activities carried out within the project, appreciating the effort of the TUM team, which is the project coordinator, in carrying out the activities under pandemic conditions. Larisa BUGAIAN, the project coordinator from TUM made a summary of the project activities, reiterating the challenges of 2020 and the actions taken to overcome them. Mrs. BUGAIAN mentioned that all the planned activities were carried out: study visits, one being organized in online format, the structure and contents for the „Leadership and Management” study programme were elaborated, the authorization procedure of the study programme was initiated by examining and approving the study programme by the Senates and the ISDCs of the partner universities, the external evaluation report for authorization was elaborated, the tender for the purchase of the equipment was carried out, dissemination and project management activities were performed.

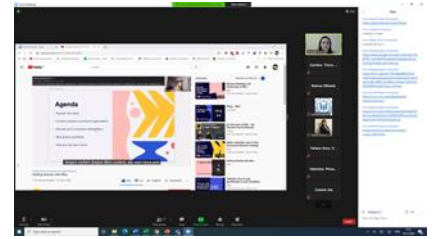
Ms. Claudia MELINTE appreciated the activities carried out within the MHELM project and came up with some recommendations regarding the implementation of the project in the future.

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Training session on digital tools

On December 11, 2020, Liliana ROGOZEA and Daniela POPA, teachers from Transilvania University of Brasov, Romania, provided a training session on digital tools, which come as a support for the training activities of the study programme „Leadership and Management Development”.



Daniela POPA presented the advantages of digital tools, the possibilities they offer and the experience of using them in the training process.



The training session was attended by representatives of the partner universities of the MHELM project, who shared their own experience of using digital tools, appreciated the presentation of colleagues from Transilvania University and discussed the possibilities of using them in training in the study programme.

Signing of the agreements for the establishment of the „MHELM University Consortium”



During November 2020, the partner universities signed the agreement for the establishment of the „MHELM University Consortium”.

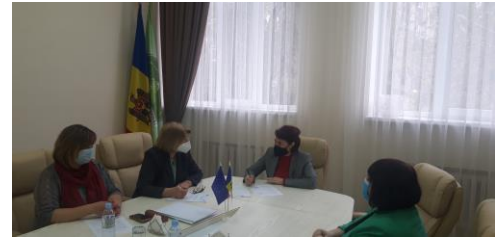
As partners, pursuant to art. 184, para. (2) of the Civil Code of the Republic of Moldova, art. 3, 84 and 104 of the Education Code of the Republic of Moldova, as well as on the basis of the Charters of the partner universities of the Consortium, it was

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decided to establish the „MHELM University Consortium” by signing by each university the constitutive act of the „MHELM University Consortium”.

The purpose of establishing the Consortium is the collaboration of partner universities for the provisional authorization of



the professional training programme „Leadership and Management” in Higher Education in the Republic of Moldova, as well as the subsequent implementation of the programme.

The Consortium will be led by the Administration Council consisting of 7 members, representatives of partner universities, institutional coordinators of the MHELM project.



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TUM

- **Presentation of the MHELM project at scientific conferences**

The purpose and objectives of the project, as well as the project activities were presented by Dr. Hab., Univ. Prof. Larisa BUGAIAN, coordinator of the MHELM project, at the scientific conference with international participation dedicated to the 28th anniversary of the founding of FIUM, organized between 19-20 October 2020, as well as at the plenary session of the international conference „Competitiveness and Sustainable Development”, organized by the Faculty of Economic and Business Engineering of TUM, organized on November 20, 2020.

Ms. BUGAIAN Larisa referred to the study conducted by UoG and TUM researchers among 159 leaders and managers employed in 15 public universities in Moldova. The results of the survey showed



that 55% of respondents participated in workshops or short training events, rarely being offered structured programmes to increase their management capacity. Only 16% of respondents confirmed that their institution offered them access to a managerial development programme, while 73% said they would take the opportunity to complete such a programme. The study showed that respondents feel the need to train skills in change management, finance, risk, staff performance, project management as imperative training needs for leaders and managers of universities in Moldova. The results of the study were the main reason for developing the project „Moldova higher education leadership and management” (MHELM).

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In her speech, Mrs. BUGAIAN referred to the objectives of the project, noting that the basic purpose of the project is to develop and implement a new training programme for managers in higher education institutions, the activities carried out and those planned for the future.

- **Internationalization Week at TUM**

Between November 23-26, 2020, the International Relations Service organized the Internationalization Week at TUM.



The main objective of the Internationalization Week was to inform the academic environment with regard to internationalization activities: projects, mobility

opportunities, good practices. The audience was greeted by Larisa BUGAIAN, Vice-Rector for Financial Affairs and Internationalization, who reviewed the internationalization activities carried out, as well as the future prospects. Carolina TIMCO, Head of International Relations Service, referred to the ongoing projects at TUM, carried out with the support of the European Union: MHELM, MINERVA, GeoBiz, Spring, eTwinning, Jean Monnet action, Horizon 2020 projects; with the support of AUF, USAID, UKAID, the embassy of Sweden, Romania; mobility programmes offered through the Erasmus+ programme, with the support of AUF, USA and others.

SUARB

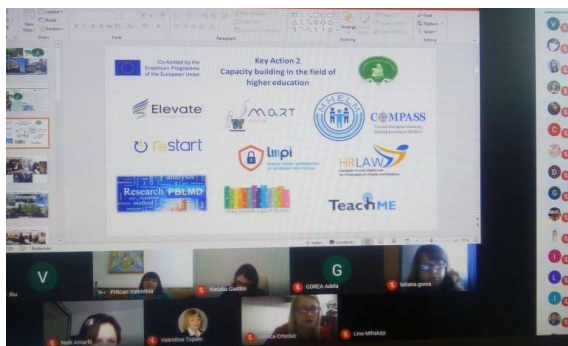
- **Erasmus+ Projects Fair, 5th edition**

The projects within the Erasmus+ programme, the key action 2 - Capacity building in higher education, implemented with the participation of SUARB, were presented during the fifth edition of the Erasmus+ Projects Fair, held during the SUARB

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2020 Days, on October 5, 2020, online, via video conferencing, Google Meet app.



The Erasmus+ Projects Fair event was initiated and organized by Mrs. Valentina PRIȚCAN, Vice-Rector for Scientific Activity and

International Relations, in 2018.

During the fair, the MHELM project and its contribution to increasing the quality of managers of higher education institutions in the Republic of Moldova were presented.

- **International Scientific Conference „Relevance and quality of university education: competences for the present and future”**

On October 9, 2020, the International Scientific Conference „Relevance and quality of university education: competences for the present and the future”, dedicated to the 75th anniversary of the founding of the State University „Alecu Russo” of Balti, was organized online, and was attended by about 240 participants.

Valentina PRIȚCAN, Ph.D., associate professor, vice-rector, in her speech referred to the training programme „Leadership and Management”, and the objectives of the project.

ASUM

- **Virtual information seminar „Erasmus+ Information Days”**

Between October 22-23, 2020, the International Relations Department organized the seminar „Information Days of the Erasmus+ programme of the European Union”, promoted online, with the support of the Google MEET platform. The host of the virtual event, the International Relations Department,

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was represented by Ph.D., associate professor Elena SCRIPNIC, Vice-Rector for International Relations, who mentioned the

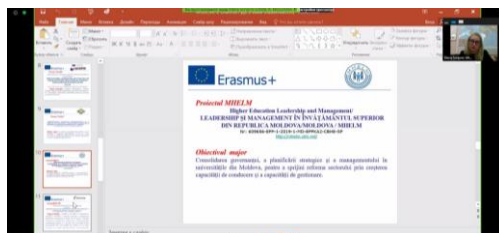


importance of participating in the Erasmus+ Programme for both students and teachers. On 23.10.2020, the ASUM institutional coordinators presented the Erasmus+ KA2 projects - Capacity Building Projects in HE in the Republic of Moldova. Ms. SCRIPNIC presented the objectives and activities carried out in

the MHELM project, as well as the subsequent activities.

• **Round Table „Challenges of the Research Excellence”**

On 04.12.2020 the Round Table „Challenges of the Research Excellence” took place in online format, organized by the Academy of Economic Studies in Bucharest, Romania. The



purpose of the event was the sharing of good practices and internationalization by Higher Education

Institutions through international projects within the Horizon 2020 Programmes, Erasmus + etc.

During the event, Elena SCRIPNIC, Ph.D., associate professor, vice-rector, presented the impact of the projects within the Erasmus+ Programme, implemented at ASUM. Ms. SCRIPNIC presented the objectives and activities carried out within the MHELM project.

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SUC

• Exhibition of European ERASMUS+ Projects



Between 13 and 16 October 2020, the ERASMUS+ 2020 Days took place at the State University „B. P. Hasdeu” from Cahul. On October 13, 2020, in the lobby of the State University „B. P. Hasdeu” from Cahul there was organized the

informative seminar on the activities implemented within the ERASMUS+ projects, financed by the European Union. During the information seminar, Mr. Sergiu Cornea, rector of SUC, spoke about the achievements of the university in general, about the projects implemented with the involvement of university employees and students, such as: PBLMD, ELEVATE, MHELM, ReSTART, etc. During the seminar, Mrs. Ludmila Rosca-Sadurschi presented the project “Moldova Higher Education Leadership and Management – MHELM”, mentioning the role of SUC in its implementation.

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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

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/leadershipul-si-managementul-invatamantului-superior-din-moldova-mhelm>
- http://international.usm.md/?page_id=525

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