

Issue V

June 2022

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- Performed activities
- Partners about the project

Moldova Higher Education
Leadership and Management



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Newsletter



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Training “Preparing an innovative change project for higher education”

On January 19, 2022, Dr. Alice Buzdugan, ISOB, conducted a training course on Preparing an Innovative Change Project for Higher Education, during the first training session for university managers, launched in October 2021.

The objective of the training was to provide training to the trainees in the preparation and presentation of a draft project of innovative change at the institution where they work, as well as on the template of the final report, which will be presented at the end of the training course.



The structure of the training focused on the specifics of innovative projects for higher education, the types of innovation, the levels of maturity of the projects, as well as the ways of innovation of university projects. Mrs. Buzdugan also spoke about structuring knowledge and competences for preparing change projects, practicing competences and tools for preparing, presenting, implementing, and reporting on change projects.

The training was organized in an interactive manner, the presenter alternating group activities with team activities.

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The regular meeting of Rectors' Council of the Republic of Moldova



The regular meeting of the Rectors' Council of the Republic of Moldova, which is an associate partner of the project "Leadership and Management in Higher Education in the Republic of Moldova / MHELM", took place on January 28, 2022. The meeting was attended by 24 members of the association.

Academician Grigore Belostecinic mentioned the importance of developing the Higher Education System in the Republic of Moldova, by developing the management skills of HEI leaders of different levels.

Mrs. Bugaian Larisa, coordinator of the MHELM project, informed about the importance of training managerial skills, a task that aligns with the activities of the Activity Plan of the Ministry of Education and Research approved by Order of the Minister of Education and Research no. 1718 of 30.12.2021, which include the implementation of a training program for the development of higher education management, focused on governance, strategic planning and management. In accordance with this plan, during the year 2022 it is necessary to delegate all HEI managers to the mentioned training. Ms. Bugaian presented the objective and tasks of the MHELM project, as well as the structure of the "Leadership and Management" continuing education program developed within the project, the activities of which provide for 1200 academic hours (40 credits), upon completion of which a continuing education certificate of the CRP type is awarded. The program is authorized by ANACEC and implemented by the consortium formed by the partner universities of the project: TUM, SUM, AESM, SUMPh, SAUM, SUARB and SUCH. The program is carried out by a team of 24 professors from all

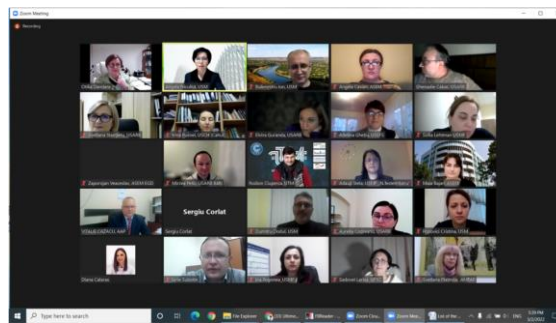
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partner universities. The project coordinator also informed about the conditions for enrolling potential beneficiaries, noting that the next training period will be March – June 2022 and invited both managers from the seven partner universities and managers from other public universities of R. Moldova.

Launching of the second group training within the MHELM project

On March 2, the training of the second group of institutional managers was started in order to achieve the objectives of the MHELM project and Objective 5 of the Ministry of Education and Research's action plan for 2022.



In accordance with the order of the Minister of Education and Research no. 1718 of December 30, 2021, the activity plan of the Ministry of Education

and Research for 2022 provides for objective no. 5: “Ensuring quality training for teachers and managers, by creating a national center for education and leadership, and modernizing the processes of initial and continuing training of teachers and managers to meet the real needs of professional growth and advancement 1.4.5.3, with the following obligation “Implementation of a training program for the development of higher education management, focused on governance, strategic planning and management”, which supposes the training of at least 200 HEI leaders through the Leadership and Management program.

The first group of institutional managers was trained between October '21 and January '22, which was attended by 52 people, representatives of the partner universities in the project. During the session launched on March 2, other 52 managers will be trained, including 8 vice-rectors, 11 deans and vice-deans, 30 heads and vice-heads of departments, as

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well as 3 university lecturers, representing TUM, AESM, SUMPPh, SAUM, SUM, SUCah and SUARB.

During the launch, Mrs. Larisa Bugaian, project coordinator, welcomed the participants and presented the objectives and structure of the training program. Mr. Rodion Ciupercă, Head of the Continuing Education Department of TUM, welcomed the participants and presented the activities carried out by the Department within TUM, and Ms. Angela Niculiță, SUM, spoke about the structure of the training program.

The training will be conducted 3 times a week, in online format through the ZOOM platform during March-June 2022.

The first group of university managers successfully completed the training within the Leadership and Management program

On October 6, 2021, the first group of university managers began their training in the continuing education program „Leadership and Management”. The first group included 52 people, representatives of the project partner universities, as follows: Technical University of Moldova – 9, Academy of Economic Studies of Moldova – 8, Nicolae Testemitanu State University of Medicine and Pharmacy of the Republic of Moldova – 7, State Agrarian University of Moldova – 7, Moldova State University – 7, Bogdan Petriceicu Hasdeu State University- 7 and Alecu Russo State University – 7.

The training was conducted over a period of 5 months and at the beginning of March 2022, the trainees defended their final projects, developed within the training program.

The final presentation was developed based on the research conducted by the trainees on a topic related to university leadership and management. The papers were elaborated in teams and the topics were proposed by both trainers and trainees. The final presentations took place between March 9-

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15, 2022, being organized in a hybrid mode, including physical and online format.



On March 9, 2022 the results were presented by the SUMPPh and SUM teams, event organised in the “Leadership and Management” laboratory of SUMPPh.

SUM was represented by 2 teams, the first one consisting of Hanganu Aurelia, Mulic Andrei, Bulat Veronica and Buzdugan Adriana, presented the project – *Digitization of the Teaching Activities Reporting*; the second team consisting of Tarnovschi Ana, Oceretnîi Anastasia and Şevciuc Maia, presented the project – *Development of Innovative Educational Programs for Elderly People*.



The SUMPPh team consisting of Abraş Marcel, Solomon Oleg, Cemortan Igor and Banov Pavel presented the project – *Evaluation of the Public Procurement System in the Republic*

of Moldova, and the second team consisting of Porosencova Tatiana, Buruiană Sanda and Sârbu Oxana presented the project – *Teaching, Studying in Foreign Languages in Higher Education Institutions*.



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On March 10, 2022 the AESM and TUM teams held a project presentation in the AESM Leadership and Management Lab.



The first team of UTM, consisting of Reșitca Vladislav, Țurcanu Dinu, Oberșt Ala and Țurcan Rina presented their work on the topic *Monitoring the*

Professional Results of Academic Staff, and the second team consisting of Ciorbă Dumitru, Tronciu Sergiu, Melnic Radu, Doina Aurica and Carpov Aurelia referred to the *Implementation of Dual Studies in Higher Education*.



The AESM teams addressed the topics of *Integrated Reporting for HEIs: A Tool for Increasing Accountability and Transparency* and *Developing and Promoting Risk Awareness Culture within*



AESM. The first theme was presented by Grigoroï Lilia, Lazari Liliana, Toaca Zinovia and Galanton Natalia, and the second by Cobzari Ludmila, Dodu-Gugea Larisa, Cepraga Lucia and Moroi Tatiana.



On March 11, 2022 the trainees from SAUM presented the results of their research. One of the SAUM teams, consisting of Sârbu Olga, Moroi Elena and Cojocari Vadim, spoke about *Proposals on the Amendment of the Regulation on how to Establish and Grant the Bonus for the Performance of Staff within SAUM*. The second team consisting of Carabeț Violeta, Tălămbuță Anghelina, Bacean Ion presented the topic – *Implementation of the Regulation on the Organization, Conduct of the Competition and Filling of Teaching and Scientific-Teaching Positions within SAUM*.

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The last session of the projects developed by the SUARB and SUC teams took place online on March 15, which presented the following topics:

- *Strengthening the Information System in SUARB: Dormitory and Canteen* – authors: Ciobanu Ina, Tcaci Carolina and Bejenari Ana (SUARB);
- *Business Card in SUARB University Environment* – authors: Pădureac Lidia, Trinca Lilia and Chira Oxana (SUARB);
- *Strengthening USC Partnerships with the Socio-Economic Environment* – authors: Ceclu Liliana, Nedelcu Ana, Rumeus Iurie and Bîrlea Svetlana (SUC);
- *Distance Education: Perspectives and Opportunities* – authors: Ghelețchi Ion, Petcu Valeriana and Filipov Ina (SUC).



The Evaluation committee, consisting of members of the University Centre for Continuing Education, addressed questions to the trainees and appreciated the diversity of the topics they developed.

MHELM project within the Europe Days 2022

During the Europe Days 2022, organized by the International Relations Service of the Technical University of Moldova on May, 14, the MHELM project was presented.

During the event, Mrs. Larisa Bugaian, the project coordinator, presented the project and spoke to those interested about the objectives and the activities carried out in the project. The thematic tent of the TUM Erasmus+ office was visited by Mrs. Claudia Melinte, coordinator of the Erasmus+ Moldova

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National Office, who had discussions with Erasmus+ project coordinators, students, pupils and other visitors.



Thus, TUM supported the generic “Solidarity for Peace” launched by the team of the Council of Europe Office in Chisinau, the European Union Delegation to the

Republic of Moldova and the Embassies of EU Member States highlighting the assistance provided by the EU and its Member States, in the spirit of Team Europe to the citizens of the Republic of Moldova and in particular for the benefit of TUM.

The MHELM project was presented at the ERASMUS+ PROJECT FAIR, 8th edition, at SUARB

In the context of the celebration of the Europe Days at SUARB and the Open Day, Valentina Prițcan, Vice-Rector for Scientific Activity and International Relations, organized the Erasmus+ Project Fair, 8th edition, one of the activities focused on messages of solidarity and promotion of peace, facilitation of



understanding by young learners of how the European Community governs through unity, respect for human

rights and the full support to the Republic of Moldova in general and the University in particular.

The “Moldova Higher Education Leadership and Management” (MHELM) project was presented at the Erasmus+ Project Fair, held at the State University “Alec Russo” of Balti.

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The Erasmus+ Project Fair, 8th edition, was visited by Iurie Turcanu, Deputy Prime Minister for Digitization of the

Republic of Moldova, His Excellency Petrisor Dumitrescu, Consul General of Romania in Balti, Nicolai Grigorisin, Mayor of Balti, Marin Ciobanu, Administrator of Balti Free Economic Zone, LPA representatives, development partners, managers of partner institutions and organizations, high-ranking guests of Balti municipality, students and academic staff, high school students, parents.

Visitors benefited from promotional materials, received answers to questions, learned about the results of the MHELM project.

“Quality Cristal” for “Leadership and Management” programme

On May 31, 2022, the National Agency for Quality Assurance in Education and Research (ANACEC) organized the award ceremony of the laureates of the distinction “Quality Crystal”, edition 2022. Among the winners is the continuing education program – “Leadership and Management”, developed within the MHELM project.

The National Agency for Quality Assurance in Education and Research annually awards the distinction “Quality Crystal” to institutions that provide educational services and to persons who have contributed to the promotion and consolidation of quality in education in the Republic of Moldova. Annually, ANACEC selects academic and managerial teams of institutions that have gone through the process of external evaluation of their study programs, have obtained accreditation decisions and have demonstrated that they meet national and European standards in the field of quality.

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On May 31, 2022, ANACEC, as a sign of high appreciation for promoting quality culture in the field of education, awarded distinctions for the following categories:

- general education, VET, higher education and continuing education institutions;
- study programs in higher education, VET and continuing education;
- expert evaluators involved in the evaluations process carried out by ANACEC.



In the category “Study program in higher education, VET and continuing education”, the National Agency for Quality Assurance in Education and Research, in the person of the president of ANACEC, associate professor, dr. eng. Andrei Chiciuc, awarded the study program “Leadership and Management” as the best continuing education program, which went through the external quality assessment procedure and was authorized in 2021. The diploma was raised by prof. univ., dr. hab. Larisa BUGAIAN, MHELM project coordinator.

Training session on the methodology of elaboration of the final project within the “Leadership and Management” program

Traditionally, at the end of training within the study programme “Leadership and Management”, Alice Buzdugan, ISOB, conducted a training session on the methodology of elaboration of the final project, which represents the final test of the mentioned study program.

In the opening of the training session, on June 2, Larisa Bugaian, the institutional coordinator of the project,

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mentioned that the training within the continuing education program “Leadership and Management” ends with the elaboration of a project that should have an institutional or system impact. Each University will develop 2 separate projects and the formation of inter-institutional teams is encouraged that will work on inter-institutional projects.

Alice Buzdugan presented the content of the training session. In order to apply what was taught, the trainees were divided into groups, which for 30 minutes developed ideas, that were then briefly presented. The proposed ideas were:

- Integration of research results and resources in a common university platform – Open Science;
- Professional training for launching of distance learning;
- Promoting organizational culture within the HEI;
- Implementing energy efficiency measures by reducing the institution’s expenses by capitalizing alternative energy sources;
- Development of the access capacities of the university environment to the digital space.

The ideas were discussed based on the need and actuality of the ideas.

Finally, the SUM’ team was invited, trained between October 2021 and February 2022, which presented the project on *Digitizing the reporting of teaching activities at SUM*, presented at the end of the training within the professionalization program “Leadership and management”. The presentation was made by Bulat Viorica, PhD, associate professor, SUM.

Alice Buzdugan resumed what was studied, mentioning the structure and content of the final presentation.

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Evelina Ghergheligiu, SUMP “MHELM project - another year of implementation within the State University of Medicine and Pharmacy „Nicolae Testemitanu”

The Leadership and Management program was developed, piloted and implemented within the MHELM project, together with a consortium with six other higher education institutions in our country, having the Ministry of Education and Research of the Republic of Moldova as an important strategic partner of the project, as well as external partners - University of Gloucester, Great Britain, Institute of Social Studies (ISOB) of Regensburg, Germany and Transilvania University of Braşov, Romania, which come with international expertise.

As a result of the combined efforts of all partners in implementing reforms in the sector by increasing leadership, competences and management skills, it was possible to implement in stages the training course, conducted in online format. The course focuses on strengthening governance, strategic planning and management in universities in the Republic of Moldova.

Thus, the first graduates of the professional training program "Moldova Higher Education Leadership and Management - MHELM" defended their final projects this March. At the current stage, the second cohort of program beneficiaries is completing module IV. The SUMP team is represented by the head of the department of continuing medical education, associate professor Stela Adauji, vice dean of Medicine 2 international students, associate professor Sofia Lehtman, vice dean of Medicine 1 native students, associate professor Ina Pogonea, head of maxillofacial surgery department Nicolae Chele, the secretary of the research ethics committee, the associate professor Diana Calaras as well as the president of

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the Students and Residents Association Gheorghe Buruiană. Thus, the SUMPB team in the first cohort, but also in cohort 2, represents key people in the priority areas of long-term strategic development of the university. They are young professionals, with great aspirations, faithful and devoted to the SUMPB cause.

Other specific objectives of the project under SUMPB also provided for the creation of a support infrastructure for the delivery of the training program. The study and meeting room equipped within the project is widely used not only for the MHELM program, but also for many other administrative-didactic events. In parallel, the dissemination of the program and the accumulation of findings, after the implementation of the program is another direction of intervention of the program, reflected on the website of SUMPB and its project page.



Ala Cotelnic, AESM “The continuing training program “Leadership and management in higher education institutions” comes to fill a gap in this field in the Republic of Moldova”

The continuous training program “Leadership and management in higher education institutions” comes to fill a gap in this field in the Republic of Moldova. Managers of different levels in universities are well-trained in the field, hold scientific and scientific-teaching degrees, but, very often, do not have a training in management, are not always fully aware of the responsibilities that arise from that position both for the educational unit they lead, for the institution as a whole, as well as for the society through the decisions they make and through the policy they promote in the respective subdivision.

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This is especially the case when the requirements for the post do not require such training or experience in the field. In order to effectively lead a subdivision within the higher education institution it is necessary for the manager to acquire competences specific to the act of management, organization and development of the subdivision, correct and responsible use of existing human and material resources, guidance and control of subordinated staff.

The program is structured in four modules, the course of which allows trainees - current or potential university managers - to acquire / develop the competences and skills necessary for a career as a manager in higher education. Such competences can be acquired by participating in and completing this program. At the moment we can talk about an experience in this regard, although not very extensive, but which allows us to draw certain conclusions. Training services were provided for three cohorts of trainees, the first being the piloting one. AESM participates both with people as trainers (Cotelnic A., Solcan A., Dorogaia I., Gaugaş T.), and as trainees. Deans, deputy-deans, heads of department, heads of AESM subdivisions have successfully completed this program and will receive the respective certificates.

This program has been evaluated by the National Agency for Quality Assurance in Education and Research and a provisional operation authorization has been issued, which gives a vote of confidence to this program, which we will surely capitalize on.

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Valentina Pritcan, SUARB
“The opinions of the trainees within SUARB are favorable for the further training within the program “Leadership and Management””

State University “Alec Russo” of Bălți (SUARB) is part of the MHELM project consortium. The second group of trainees from SUARB, trained in the “Leadership and Management” Program, developed within the MHELM project, gave us some impressions about the Program:

- Svetlana Stanțieru, head of the Didactic Activity Center: The “Leadership and Management” training program, offered with the support of the MHELM project, facilitates the training of HEIs managers of overviews on governance in HEIs in the country, but also outside it, putting emphasis on the development, improvement, quality of training of each institutional leader / manager. This program proposes / allows us a much wider opening of collaboration between the managers of different (inter)institutional subdivisions, leading to an exchange of good practices, raising awareness and even the realization of change in the institution / subdivision”;
- Elvira Guranda, Vice Dean, Faculty of Letters: „Within its mission, the Leadership and Management Training Program contributes to improving administrative capacities by increasing the relevance and competitiveness of Higher Education Institutions, by developing managerial tools on internal organization, by training staff in higher education institutions to implement the tools developed also in terms of European practices. All the same, the “Leadership and Management” professional training program aims to encourage excellence in education and scientific research, by

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improving the quality and funding based on objective criteria; and last but not least, it strengthens partnerships between Higher Education Institutions in the Republic of Moldova”;

- Tatiana Bularga, Head of Department, Department of Arts and Artistic Education: The Leadership and Management training program offers managers involved in training opportunities to create an overview of the university education system in the Republic of Moldova correlated with the more topical trends at European and World level, thus bringing advantage to the resource, vision and managerial competences of each trainee”;

- Ghenadie Cabac, Head of the Information Technology Department: „I liked that the Leadership and Management training program highlights how the leaders, managers of HEIs in the country could contribute to the evolution of the staff in the subdivisions”;

- Mircea Petic, Head of Department, Department of Mathematics and Informatics: The “Leadership and Management” training program is a unique opportunity to get to know the university community in the Republic of Moldova, but also to broaden our horizons of knowledge and competences, by getting acquainted with new and useful current experiences in management and leadership in Universities.”



Irina Todos, SUCahul
“The training course will allow graduates to make an innovative contribution to the change process at the level of the institutions they are part of”

Efficiency is not only a quantitative economic term, but it also refers to qualitative changes or effects. We can certainly state

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that the participation of Moldovan universities in ERASMUS+ projects has led to increased quality of higher education, through various activities, including training and further training sessions abroad, but also continuing professional training courses, at the national level directly dedicated to current and potential managerial staff, especially the course developed and implemented within the MHELM project.

This project comes with a new theoretical-practical approach to the university management process, as well as the competences to be developed by the management staff that ensures this process.

This training course will allow the beneficiaries, who are currently part of the management teams, to bring an innovative contribution to the process of change at the level of the institutions they are part of.

The Leadership and Management course aims to increase the performance of institutional leaders, by generating reforms at the internal level, which will lead to changes planned and implemented according to modern theories in the field.

We find a considerable contribution of the MHELM project, which offered the opportunity to participate for 2 teams of managerial staff, from different hierarchical levels and teachers, to the Leadership and Management training course. The acquired knowledge will allow the institutional development, the improvement of the university management, as well as the attraction, in the future, of new trained staff.

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Elena SRIPNIC “SAUM benefited from trainings of institutional leaders and managers, which will contribute to increasing the quality of the institution's management”

The project „Moldova Higher Education Leadership and Management” (MHELM) is implemented by TUM, a university that has extensive experience in implementing and managing international projects, being involved over time in several projects within the TEMPUS programs, TACIS, ERASMUS Mundus and others.

The implementation of the MHELM project at SAUM led to several outstanding results, among which:

- Training of 4 trainers by EU experts in the „Leadership and Management Development” Continuing Education Program;
- Training of 7 leaders and managers from different levels of SAUM management;
- Founding of the Leadership and Management Laboratory, equipped with modern technology, which is used to organize various events: round tables, symposia, workshops, which will take place within SAUM;
- Improving the collaboration between the HEI administrations in the Republic of Moldova and the Ministry of Education and Research through the exchange of good practices and the exchange of experience between universities on the managerial component;
- Publication of leaflets, newsletters and news, which lead to the dissemination of project results on the qualities and competences necessary for leaders and managers for the good governance of HE institutions.

Newsletter

MHELM project

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

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