

**Issue VIII**  
OCTOBER 2023

*Moldova Higher Education  
Leadership and Management*



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



## In the issue:

- About the project
- Main outputs
- Results

# Newsletter

MHELM Coordonator de proiect



## Partenerii UE



## Partenerii din Republica Moldova



MINISTERUL  
EDUCAȚIEI, CULTURII  
ȘI CERCETĂRII



UNIVERSITATEA  
DE STAT DIN  
MOLDOVA



Partener asociat: Consiliul Rectorilor din R. Moldova

<https://mhelm.utm.md>

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### ***Moldova Higher Education Leadership and Management / MHELM***

**Project Reference Number:** 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP

**Project type:** National, Structural Project November 15.11.2019-14.11. 2023

**Budget:** 844,453.00 Euro

#### ***Wider Objective***

Strengthen governance, strategic planning and management in Moldovan universities, in order to support reform of the sector through increases in leadership and management capacity and capability.

#### ***Specific objectives***

- Establish where best practice in EU partner universities on the 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 Moldovan universities in the delivery of the leadership and management development programme;
- Create an infrastructure to support and sustain the leadership and management development programme;
- Pilot and then implement the new leadership and management development programme in Moldovan universities;
- Disseminate the new programme and findings, after its implementation, for higher education across Moldovan universities, the EU, and internationally.

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## MHELM Project Management

### Management team:

- Prof. Larisa Bugaian,
- Daniela Pojar, TUM, Project Lead, MD;
- Dr. David Dawson, Gideon Capie UoG , UK;
- Prof. Liliana Rogozea UTBv , RO;
- Alexander Krauss, Dr. Alice Buzdugan, ISOB

MHELM Steering Group consists of two representatives from each partner institution (total 21 members).

MHELM website created <https://mhelm.utm.md/> in 2 languages Eng and RO with the following structure: Home, Consortium, Results, Activities, News, Library, Contacts.

The dissemination process was carried out through several platforms such as MHELM website, Trello, Viber, Skype, Whatsapp, Teams, ZOOM, telephone.

Study visits were organised to 3 European partner institutions (UoG, UTB and ISOB).

### Dissemination and Exploitation. Internal dissemination.

- Project website <https://mhelm.utm.md/>
- University – partners created dedicated pages to MHELM project, Project page on University pages (e.g: <https://proiecte.utm.md/mhelm/>)
- Departmental, Senate and Administrative Council meetings
- Through internal corporate systems through mail chimp
- Annual reports of rectors
- Presentations within the Council of Rectors, MEC page, <https://mec.gov.md/ro/content/erasmus>
- International weeks, Erasmus+ weeks
- MHELM Banner, MHELM Leaflets and stickers

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### Quality and Relevance for Context. Outputs

- <https://mhelm.utm.md/2023/07/11/the-leadership-and-management-continuing-education-programme-was-accredited/>
- <https://mhelm.utm.md/activites/>
- <https://mhelm.utm.md/ro/wp3-planul-de-calitate/>
- [https://mhelm.utm.md/results/#toggle-id-2,](https://mhelm.utm.md/results/#toggle-id-2)

### Dissemination and Exploration. Outputs

- <https://mhelm.utm.md/results/#toggle-id-6>
- <https://mhelm.utm.md/ro/rezultate/#toggle-id-6>

## RESULTS:

### Developed:

- CURRICULA of the Continuing professional training programme LEADERSHIP AND MANAGEMENT ((in Romanian& English)
- Hand book for teaching the LM training program developed (in Romanian& English)
- Methodological Guide for teaching the LM training program developed (in Romanian& English)
  - <https://mhelm.utm.md/ro/rezultate/#toggle-id-2>
  - <https://mhelm.utm.md/results/#toggle-id-2>



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## RESULTS

27 university managers participated in the first pilot L&M staff training workshop (17-20 November 2020).

The 2nd training workshop took place from 20 January to 30 June, 2021 with 24 participants.

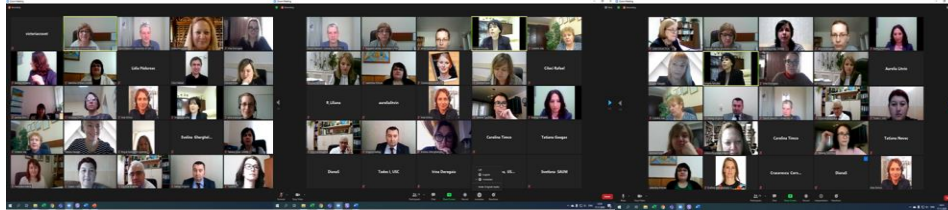
The training workshop materials and training methods were evaluated by the EU partners. Based on the evaluations the materials were finalized.

(<http://moodle.utm.md/course/view.php?id=1389>)

The results can be accessed on the following link:

<https://mhelm.utm.md/2020/11/27/training-week-within-the-mhelm-project/>

The L&M courseware was developed on the MOODLE platform



## The legislative provisions on HEIs leaders&managers training included in the Gov.MD Strategy "Education 2030" Action Plans and MEC activity plans.

GD no. 114 of July 7, 2023 regarding the approval of the "Education 2030" Development Strategy and its Implementation Program for the years 2023-2025, in Annex 1 "EDUCATION 2030" DEVELOPMENT STRATEGY in IV. STRATEGIC ORIENTATIONS, GENERAL OBJECTIVES AND PRIORITY DIRECTIONS OF ACTION,

Section 9 Good governance and modern infrastructure for quality education.

Challenge 9'. Less effective educational management at the system and subsystem level regarding: strategic design, organizational communication, management of the network of educational institutions of all levels, decision-making, development of institutional and system capacities.

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- **General objective 9: Increasing the performance of the Education sector by streamlining the network, modernizing the infrastructure and strengthening the managerial capacity and quality culture at all levels of the educational system.**
- **Specific objective 9.1. Management reform at all levels of the education system from the perspective of strategic leadership, efficient and transparent management, public responsibility, self-governance of pupils and students.**
- **THE LONG-TERM IMPACT OF THE IMPLEMENTATION OF SD "EDUCATION 2030", Target 4.9: educational management will be improved at the national, regional and institutional level by assuming and remunerating the functions and competencies between managerial entities, but also by promoting a participatory and efficient management evaluated through the following monitoring and evaluation indicators: Increasing the performance of the Education sector by streamlining the network, modernizing the infrastructure and strengthening the managerial capacity and quality culture at all levels of the educational system...**

### a. INDICATORS FOR MONITORING THE IMPLEMENTATION AND EVALUATION OF SD "EDUCATION 2030", Table 1

Indicatorul	Sursa	Valoarea de referință, anul 2021	Ținta intermediară pentru 2025	Ținta finală pentru 2030
<b>9. Creșterea performanțelor sectorului Educație prin eficientizarea rețelei, modernizarea infrastructurii și consolidarea capacității manageriale și a culturii calității la toate nivelurile sistemului educațional</b>				
Ponderea managerilor formați în domeniul managementului strategic, %	Ministerul Educației și Cercetării	...	70	80

Aprobat  
prin Hotărârea Guvernului nr.636/2019

#### PLANUL DE ACȚIUNI AL GUVERNULUI PENTRU ANII 2020-2023

Guvernul și-a stabilit ca obiectiv atingerea, la nivel național, a următoarelor ținte până în anul 2023:					
1) creșterea produsului intern brut cu 8,3% în anul 2023;					
2) majorarea cheltuielilor bugetului public național cu 56,7% până în anul 2023, comparativ cu anul 2019, din care:					
- cheltuielile pentru educație – cu 63,3%;					
- cheltuielile pentru sănătate – cu 61,5%;					
3) creșterea investițiilor publice în infrastructură cu 55,8% până în anul 2023, a căror valoare cumulativă va constitui peste 54 mld lei;					
4) creșterea salariului mediu pe economie cu 52,7% până în anul 2023, comparativ cu anul 2019, ajungând la 11.200 lei;					
5) creșterea salariului în sectorul bugetar cu 58,6% până în anul 2023, comparativ cu anul 2019, atîngînd un nivel de 12700 lei					
Obiective	Acțiuni	Termen de realizare	Indicatori de monitorizare	Instituții responsabile	Referințe
<b>VII. EDUCAȚIE, CERCETARE, CULTURĂ, TINERET ȘI SPORT</b>					
7.16. Creșterea autonomiei universitare, concomitent cu întărirea responsabilității și transparenței în instituțiile de învățămînt superior	7.16.1. Elaborarea și aprobarea Programului național de dezvoltare a învățămîntului superior	Januarie 2020	Hotărîre de Guvern aprobată	Ministerul Educației, Culturii și Cercetării; autoritățile administrației publice centrale	
	7.16.2. Monitorizarea activității instituțiilor de învățămînt superior, inclusiv a consiliilor de dezvoltare strategică, privind transparența proceselor decizionale	Octombrie 2020	26 de instituții monitorizate	Ministerul Educației, Culturii și Cercetării	
	7.16.3. Elaborarea și implementarea Metodologiei de ierarhizare a instituțiilor de învățămînt superior	Januarie 2021	Metodologie implementată	Ministerul Educației, Culturii și Cercetării; Agenția Națională de Asigurare a Calității în Educație și Cercetare	
	7.16.4. Aprobarea și implementarea Programului de instruire destinat dezvoltării managementului învățămîntului superior	Decembrie 2023	Program aprobat; 100% de manageri instruiți	Ministerul Educației, Culturii și Cercetării	

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## The biggest result - Interuniversity Network MHELM News letters

- nr.1 [https://mhelm.utm.md/wp-content/uploads/2020/12/Newsletter\\_rom\\_1.pdf](https://mhelm.utm.md/wp-content/uploads/2020/12/Newsletter_rom_1.pdf)
- nr.2 [https://mhelm.utm.md/wp-content/uploads/2021/02/Newsletter\\_Issue-2\\_rom.pdf](https://mhelm.utm.md/wp-content/uploads/2021/02/Newsletter_Issue-2_rom.pdf)
- nr.3 [https://mhelm.utm.md/wp-content/uploads/2021/06/Issue-3\\_rom.pdf](https://mhelm.utm.md/wp-content/uploads/2021/06/Issue-3_rom.pdf)
- nr.4 [https://mhelm.utm.md/wp-content/uploads/2022/01/Issue-4\\_rom.pdf](https://mhelm.utm.md/wp-content/uploads/2022/01/Issue-4_rom.pdf)
- nr.5 [https://mhelm.utm.md/wp-content/uploads/2022/07/Issue-5\\_rom.final\\_.pdf](https://mhelm.utm.md/wp-content/uploads/2022/07/Issue-5_rom.final_.pdf)
- nr.6 [https://mhelm.utm.md/wp-content/uploads/2023/08/MHELM\\_Issue-6\\_rom.pdf](https://mhelm.utm.md/wp-content/uploads/2023/08/MHELM_Issue-6_rom.pdf)
- nr.7 <https://mhelm.utm.md/wp-content/uploads/2023/08/Newsletter-nr.7.pdf>

### *Testimonials*

*„A year ago, I completed the university program on Leadership and Management (L&M), which was highly beneficial as both a faculty dean and an associate professor. The Erasmus+ project MHELM (Moldova Higher Education Leadership and Management) designed this program to contribute to the national priority of reinforcing the governance, strategic planning, and management of higher education institutions in the Republic of Moldova.”*

*„One of the things I appreciated most about the course was the practical tips and strategies I could implement directly. I have noticed a significant improvement in my management activities, which are crucial in my roles as a faculty dean and university professor.”*

*„I highly recommend the Leadership and Management program to anyone looking to strengthen their leadership or manager capacity in the higher education sector. The program was well-organized and provided practical*



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*strategies and insights I could apply immediately in my roles. It has been a game-changer for me, and I am confident it will also be for others.”*

*„The MHELM continuous training courses made an important contribution to changing the cognitive approach perspectives of the managers of the USM institution, they endure changes at the behavioural and attitudinal level, becoming more resilient to change, open to knowing and adopting good practices implemented in national institutions and international.”*

*„I recommend this course to all teaching and scientific-didactic staff regardless of the position or role they hold in the university in order to feel the specified effects, to expand the level of perception and awareness of the activities carried out within the university they belong to and to increase the quality and personal effectiveness. I am convinced that all the graduates of this course have increased the ability to deal with an environment with rapid changes, with strong competitive pressures, with technical and technological innovations in the context of the reform of the higher education system of the Republic of Moldova.”*

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## New Leadership and Management Development Programme implemented, number of trained teachers

Institution	Pilot group	Cohort 1	Cohort 2	Cohort 3	Cohort 4	Total
MEC					1	
UTM	4	9	7	7	25	52
USMF	3	7	6	7	5	28
UASM	4	7	5	6	6	28
USM	5	7	7	7	9	35
ASEM	4	8	5	11	8	36
USCH	2	6	3	7	2	20
USARB	2	6	5	6	8	27
<b>TOTAL MHELM Partners</b>	<b>24</b>	<b>50</b>	<b>38</b>	<b>51</b>	<b>64</b>	<b>227</b>
UPCS			1	0	2	3
UCCM			1	1	2	4
AMTAP			1	0	3	4
AAP			1	0	0	1
USEFS			1	1	6	8
ULIM				4	1	5
USKomrat					2	2
<b>National Police Academy</b>					2	2
<b>Military Academy</b>					2	2
<b>Total associated partners</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>20</b>	<b>31</b>
<b>TOTAL trained</b>	<b>24</b>	<b>50</b>	<b>43</b>	<b>57</b>	<b>84</b>	<b>258</b>

## List of developed projects

Institution	Pilot group	Cohort 1	Cohort 2	Cohort 3	Cohort 4	Total number
UTM	2	2	2	2	7	15
USMF	1	2	2	2	1	8
UASM	2	2	2	1	2	9
USM	2	2	2	2	2	10
ASEM	2	2	2	3	2	11
USCH	1	2	1	2	1	7
USARB	1	2	2	2	2	9
<b>TOTAL MHELM Partners</b>	<b>11</b>	<b>14</b>	<b>13</b>	<b>14</b>	<b>17</b>	<b>69</b>
UPCS					1	1
UCCM					1	1
AMTAP					1	1
AAP						0
USEFS					1	1
ULIM				1		1
USKomrat					1	1
<b>National Police Academy</b>					1	1
<b>Military Academy</b>					1	1
<b>Total associated partners</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>11</b>
<b>TOTAL trained</b>	<b>11</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>24</b>	<b>78</b>

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## Piloting group projects

1. The strategy for transitioning from part-time education to distance education,
2. University financial management based on Cost Centers, (UTM case study)
3. The draft Strategic Development Plan of the State Agrarian University of Moldova in the years 2021-2025,
4. Structural reorganization, as a result of the change at all managerial levels,
5. The internationalization strategy of the State University of Moldova for the period 2021-2026,
6. Applying the EFQM model in higher education institutions (case study: ASEM),
7. The regulation for the organization and operation of the research and innovation incubator within the UASM,
8. The staged evaluation of the implementation of the Internationalization Strategy of the "Alecu Russo" State University from Balti,
9. Quality management of educational services in the marketing activity of the university,
10. The Mc Kinsey 7-S framework for developing international relations at FEIB,
11. The experience of the restructuring of the Science Department and the creation of the Medicine and Health Research Institute through the lens of Change Management (case study "Nicolae Testemițanu" State University of Medicine and Pharmacy)

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**I group projects**

1. Digitization of teaching activity reporting
2. Development of innovative educational programs for the elderly
3. Evaluation of the public procurement system in the Republic of Moldova
4. Teaching, studying in foreign languages in higher education institutions
5. Monitoring the professional results of the academic staff
6. Implementation of dual studies in higher university education
7. Integrated reporting for HEIs: tool to increase accountability and transparency
8. The development and promotion of the Risk Awareness Culture within ASEM
9. Proposals regarding the amendment of the Regulation on the manner of establishing and granting the increase for the performance of the staff within the UASM
10. Implementation of the regulations for organizing, conducting the competition and occupying teaching and scientific-didactic positions within the UASM
11. Strengthening the information system in USARB: Dormitory and Canteen
12. Visiting card in the university environment USARB
13. Consolidation of USC partnerships with the socio-economic environment.
14. Distance education: prospects and opportunities

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**2 group projects**

1. Digitization of the computer system within the university subdivisions
2. Initial training of pedagogical skills for ÎS teaching staff with an engineering profile
3. Implementation of the pre-master's program (minimum initial curriculum) in the universities of the Republic of Moldova
4. Improving the internationalization of the educational and research process in ASEM
5. Qualification standard – the basis for the development of the university curriculum
6. Basics of emergency medicine for high school students
7. Academic Platform for Research, expertise and Transfer of legal innovations/PACT
8. Digitization of institutional libraries
9. Implementation of some elements of the organizational culture within the State Agrarian University of Moldova:
10. Optimizing the didactic information path of UASM
11. The model of the new scientific-didactic community in the context of the reorganization of the ÎS in the Republic of Moldova
12. VIS Center (Volunteering in Higher Education)
13. The development and modernization of the University Information System by including the e-documents module (e-plan, e-register) in the context of global digitization
14. Ensuring interoperability within the eLearning portal - Moodle, Mahara, LAMS, BigBlueButton and Lime Survey (INTEReLearning,

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**3 group projects**

1. Creation and Development of the USARB Center for Academic Writing (CSA).
2. Establishment of the "USARB ALUMNI" HUB.
3. Ensuring the competitiveness of ASEM through the digitization of processes.
4. Initiation of study programs with distance learning in cycle I Bachelor and cycle II Master.
5. Designing the vocational education route (VET).
6. Engaging universities in the "green" transition process and cultivating values for sustainable development.
7. Development of professional capacities through training in the field of local public administration.
8. Distance higher education in UTM: from alternative to future.
9. Smart online career counselling and guidance platform.
10. Effectiveness of communication and educational counselling in order to insert second cycle graduates into the labour market.
11. Teaching European Studies in the digital age (TESDA).
12. Quality inclusive university education ("E-UNIC" CENTER).
13. Legal Clinic.
14. An informed young person – A protected adult.
15. Girl's Guide: What's Happening to Me?

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**4 group projects**

1. Implementation of the training program "Management of partnerships" within vocational technical education institutions (IÎPT)
2. Establishment of the mobile center of excellence for ruminants
3. UniGreen institutional greening project
4. Implementation of dual education in the higher education system with professionals
5. Elaboration of the internship coordinator's guide for the law enforcement system.
6. The LoLa Project: A New Dimension in Institutional Communication and Collaboration
7. Development of resilience competence to global and local challenges in students through the internal partnership of institutional subdivisions
8. Foundation and development of the Legal Consultancy Center
9. Creation of the Center for Research, Innovation and Development in the Food Industry (CCIDIA)
10. Organization and holding of a career fair at the State University of Comrat
11. ASEM rebranding from the perspective of strengthening the corporate image
12. Development of STEAM skills in higher education in the Republic of Moldova
13. Psycho-emotional counselling and support center
14. Knowledge, attitudes and practices related to academic mobility
15. SMART UTM library in the Botanica university campus.

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16. Creation of the consulting center for business development within FIEB
17. Development of micro-qualification programs in the field of design and product technologies based on qualification standards
18. Development and implementation of the information system in the field of Research and Innovation USMF "Nicolae Testemițanu"
19. Support infrastructure for curricular and extracurricular activities
20. Automated system for monitoring students' attendance at teaching activities
21. Opportunities to implement distance learning in study programs in the field of Food Processing
22. Strategy of the State University of Moldova regarding human resources
23. Consolidation of collaborative learning at the State University of Moldova through the development of informal learning spaces
24. Development of business initiation and development capacities "Entrepreneurial weekend school"



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## **Project Sustainability**

**The sustainability of the ERASMUS+ project "Leadership and Management in Higher Education in the Republic of Moldova" will be achieved through the development and implementation of a series of activities:**

- **The Leadership and Management training programme is accredited by the ANACEC for the next 5 years.**
- **The training of managers of higher education institutions is included in the educational strategy of the Republic of Moldova "Education - 2030".**
- **A new consortium agreement is signed by all the 6 university partners in which the responsibilities of each consortium partner regarding the sustainability of the Leadership and Management training are stipulated.**
- **The creation of a ministerial centre on training for university managers.**

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More information about the project activities can  
be found on the project's official website

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

Project pages of the Partner Universities:

- <https://ase.md/proiecteinternationale/mhelm.html>
- <https://proiecte.usch.md/despre-proiect/>
- <https://usarb.md/mhelm/>
- <https://usmf.md/ro/relatiiexterne/proiecte/lidershipul-si-managementulinvatamantului-superior-din-moldova-mhelm>
- [http://international.usm.md/?page\\_id=525](http://international.usm.md/?page_id=525)

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