



Tempus



INFORMATION BULLETIN

ISSUE 3, JUNE 2014

La MANCHE: Leading and Managing Change in Higher Education

Dear Reader,

La MANCHE stands for leadership and change management in higher education and through the current Information Bulletin we would like to invite you to become a member of the extended La MANCHE family and to contribute directly to the processes of leading and managing change in higher education in Armenia, Belarus, Georgia, Moldova and Ukraine.

One of the chief goals of this Tempus IV project is to create a large and sustainable La MANCHE community which goes beyond the consortium boundaries and involves an extensive number of academics, students, higher education managers, policy makers, representatives of the civil society and business leaders in the La MANCHE countries. These key stakeholders will search together for critical answers, diverse opinions and efficient solutions. We firmly believe that in times of economic turmoil, growing social discontent and political crisis, all of which seriously affecting the higher education sector, the voice of all interest groups in higher education should be better heard. This was made possible through the establishment of the La MANCHE Virtual Think Tank (La MANCHE VTT) which was officially launched during the 4th La MANCHE partner meeting in Yerevan in June 2014.

The La MANCHE VTT is a user-friendly online platform accessible through the project website at www.lamanche-tempus.eu. It facilitates open discussions and dialogue and promotes joint problem solving and interaction among key stakeholders in higher education. The La MANCHE VTT gives voice to a new generation of higher education leaders who think modernly, speak openly and act transparently. They shall become opinion formers and main contributors to the Strategy for Leading and Managing Change in Higher Education (La MANCHE Strategy). The La MANCHE Strategy is a major outcome of the activities in Work Package 7 and will be the result of bottom-up initiatives and ideas coming from all interest groups in higher education in the La MANCHE countries.

As you see, time sure flies fast for La MANCHE and we are already planning the final stage project activities. This Information Bulletin will help you follow the project results achieved since the publication of the 2nd Information Bulletin in December 2013. In addition, you will learn how to register and become a member of the La MANCHE VTT and how to contribute to the joint development of the La MANCHE Strategy. This could happen both through the online platform of the La MANCHE VTT and in the framework of numerous networking events to take place in the Partner Countries over the next months.

We look forward to working with you! Join our La MANCHE community to make your voice better heard and to initiate real changes in the higher education system in your country!

Yours faithfully,

La MANCHE project consortium

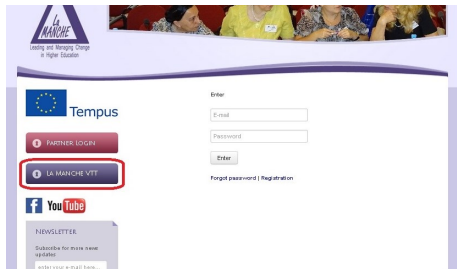
INSIDE THIS ISSUE:

| | |
|---|---------|
| Editorial | p. 1 |
| La MANCHE VTT | p. 2 |
| Project Progress | p. 3 |
| Changing HEIs in Societies in Transition | p. 4 |
| Handbook of European Governance Practices | p. 4 |
| Local Trainings and Public Lectures in Leadership and Change Management | p. 5, 6 |
| 4th Partner Meeting in Yerevan | p. 7 |
| Project Dissemination Day at the 4th Partner Meeting | p. 8 |
| Upcoming Events and Activities | p. 8 |
| La MANCHE in Social Media | p. 9 |
| Contacts | p. 9 |

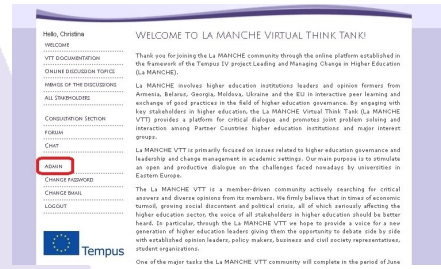
OFFICIAL LAUNCH OF LA MANCHE VTT

At the La MANCHE VTT Panel organized in Yerevan in June 2014, the 29 La MANCHE partner institutions officially launched the activities at La MANCHE VTT. The virtual think tank is a member-driven online community unifying the expertise, experience and efforts of a large number of key stakeholders in higher education in Armenia, Belarus, Georgia, Moldova, Ukraine and the EU. The online platform is accessible through the project website and membership requires initial registration at the project website.

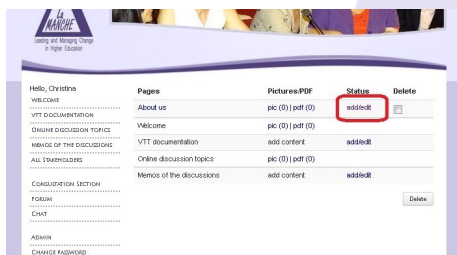
Senior and middle managers of universities outside La MANCHE project consortium, policy makers, business leaders, civil society representatives, members of student organizations as well as advocates for gender equality in higher education are welcome to register at La MANCHE VTT and to become members of one of six transnational themed working groups established in the project. Here you could see screenshots of the registration steps on the website.



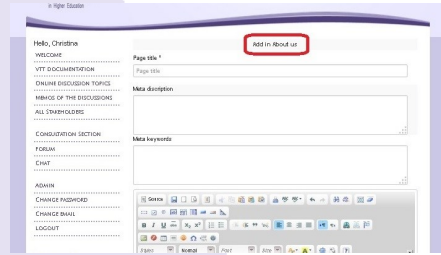
VTT registration step 1



VTT registration step 2



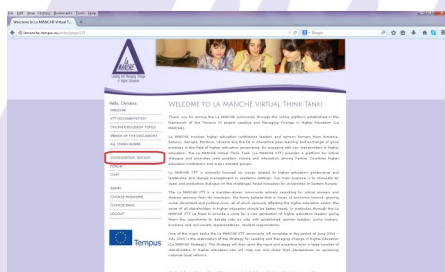
VTT registration step 3



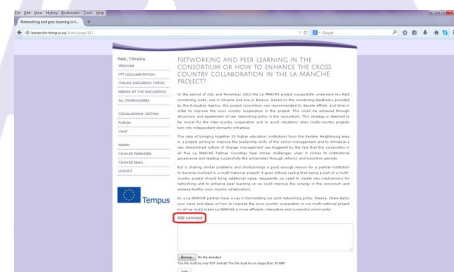
VTT registration step 4

The La MANCHE VTT Mission, Vision and Values statement and Code of Conduct outline the main goals and activities and stipulate the rules for use validated by the consortium and applicable in La MANCHE VTT. Through the La MANCHE VTT we hope to provide a voice for a new generation of higher education leaders giving them the opportunity to debate side by side with established opinion leaders in higher education in the five Partner Countries involved in La MANCHE. During the project life one of the most significant tasks of the La MANCHE VTT members will be to jointly create, negotiate and agree on a Strategy for Leading and Managing Change in Higher Education in the Eastern Neighboring Area, e.g. the La MANCHE Strategy.

Between September and December 2014 the La MANCHE consortium members will initiate online discussions on various La MANCHE related topics such as university governance and funding, quality assurance, human resource management, stakeholder management, student engagement, gender equality in higher education etc. The online discussions will take place within the Consultation Section at the La MANCHE VTT platform until March 2015.



Access to the Consultation Section



Comments and remarks at the Consultation Section

All members of the six themed working groups are invited to share their perspectives and vision by providing feedback, remarks and comments at the Consultation Section. Summaries of the different discussions will be prepared in April 2015 and based on these a La MANCHE Strategy draft will be designed in spring 2015. A preliminary draft of the Strategy will be discussed and further fine-tuned at the National La MANCHE Conferences to take place in the five Partner Countries involved in the project in the course of May and June 2015. The final text of the La MANCHE Strategy agreed in the La MANCHE VTT will be presented and promoted at the final project dissemination event in September 2015.

PROJECT PROGRESS IN THE PERIOD OF DECEMBER 2013 — JUNE 2014

| TEMPUS IV - Fifth Call for proposal | | | Development | | DEV | | Table 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------------|-----------|---|---------------|----|------|----|---------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| WORKPLAN & WORKPACKAGES | | | Quality Plan | | QPLN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Dissemination | | DISS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Exploitation | | EXP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Management | | MNGT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| WP Type | WP Number | Activities (as indicated in the LFM) | Month | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | |
| MNGT | WP1 | Project Management | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX |
| DEV | WP2 | Analysis of Leadership and Management Skills and Models | | O | O | O | O | O | O | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DEV | WP3 | Changing HEIs in Societies in Transition: In-depth Study Report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DEV | WP4 | Innovative Governance Practices in Higher Education | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EXP | WP5 | Trainings in Leadership and Change Management | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EXP | WP6 | La MANCHE Virtual Think Tank | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EXP | WP7 | Developing the La MANCHE Strategy in PCs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| QPLN | WP8 | Quality Assurance and Evaluation | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | O | |
| DISS | WP9 | Dissemination | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX | OX |

The overall project progress made so far was presented by the project lead organization at the 4th project partner meeting which took place in Armenia in the period of 10th — 12th June and was hosted by Yerevan State University.

Over the last six months the project partners have finalized the activities in Work Packages 3, 4 and 5, namely:
 Work Package 3: Changing Higher Education Institutions in Societies in Transition
 Work Package 4: Innovative Higher Education Governance Practices
 Work Package 5: Trainings in Leadership and Change Management.

The **Changing Higher Education Institutions in Societies in Transition In-depth Report** was published in early 2014. It consists of 23 case studies analyzing the processes of change and modernisation in the context of the national higher education systems in Armenia, Belarus, Georgia, Moldova and Ukraine. The case studies present different ways in which major trends and demands in society are addressed by the 23 La MANCHE universities. The Partner Countries institutions' contributions comprise the main part of Report.

Simultaneously with the activities in Work Package 3 completed by the Partner Countries institutions, the EU partners in the project developed a **Handbook of European Governance Practices in Higher Education** in which they presented 16 case studies of innovative governance practices and approaches which had proved successful in the La MANCHE higher education institutions from Bulgaria, France, Greece, Portugal and the UK. Good governance practices were also transferred through the guidance materials and syllabuses in leadership and change management produced by the EU experts in Work Package 4 and through the training and reference materials aiming at enhancing the student engagement at the universities.

In Work Package 5, in the period of December 2013 — June 2014 the 23 Partner Countries institutions organized and held three-day trainings in leadership and change management. The trainings were intended for representatives of the senior and middle management and were led by the project team members and experts who had attended the Trainings for trainers in Portugal in October 2013. For the larger academic communities the La MANCHE project teams organized also public lectures in grassroots leadership and student engagement.

In spring 2014, in Work Package 6 the La MANCHE VTT online platform was established at the project website. It includes a Consultation Section which functions as a blog and will facilitate the online dialogue and higher education modernisation related discussions to be initiated in Work Package 7. The La MANCHE VTT was officially launched in the framework of the La MANCHE VTT Panel organized in Yerevan at the 4th partner meeting. The panel included also a workshop in networking and stakeholder management facilitated by EU experts in the project.

Over the next 16 months of the project life the partner institutions will involve in a series of networking activities both online through the La MANCHE VTT and offline by meeting vis-à-vis with key stakeholders in higher education. The chief end of the collaboration and enhanced consultation with academics, students and universities managers outside La MANCHE and policy makers, civil society representatives and business leaders in the La MANCHE countries will be the development and publication of a streamlined strategy for university leadership and change management in the Eastern Neighboring Area, e.g. the La MANCHE Strategy.

CHANGING HIGHER EDUCATION INSTITUTIONS IN SOCIETIES IN TRANSITION

The Changing Higher Education Institutions in Societies in Transition In-depth Study Report is a major outcome of the activities in Work Package 3. It aims at fulfilling the project second specific objective, namely to map out the broader environmental and socio-economic conditions in which the higher education modernisation processes in the Partner Countries evolve, and to analyze local trends and locally developed good practices of dealing with change at institutional level.

It goes without saying, that a precise description and understanding of the processes of change and transformations which are currently ongoing in the five Partner Countries in Eastern Europe is a major precondition for effective change management and leadership at institutional level. In other words, it would be impossible for the institutions' senior management to inspire and induce changes within the universities if the academic communities are not aware of the bigger picture and are not familiar with the processes of change outside the institution.

In the framework of Work Package 3 the 23 La MANCHE Partner Countries institutions developed case studies in which they presented and analyzed different processes of change and modernization ongoing in their higher education systems or in the societies as a whole. Subsequently, in the case studies the partner institutions described different ways in which major local or global trends and demands in higher education are addressed and have been embedded at institutional level. The Partner Countries institutions' case studies comprise the main part of the Report and are preceded by an introductory analysis prepared by EU experts in the project.

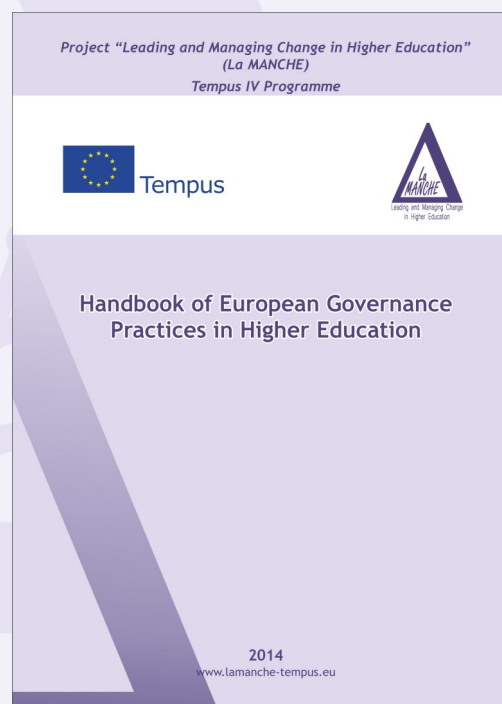
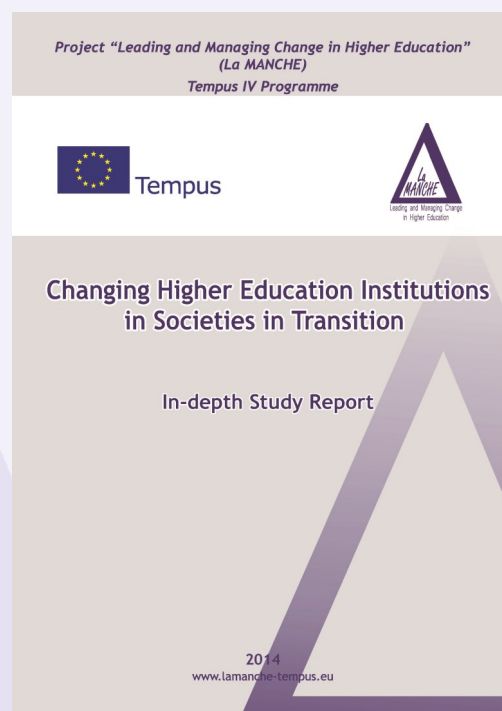
The chief end of this report is not only to reveal the ongoing changes at societal and institutional levels by taking a snapshot of these. Through the means of self-reflection this report aims at making the Partner Countries institutions involved conscious of their achievements and accomplishments. Subsequently, the Report also could show directions in which the institutions shall progress on their learning journey towards innovation and sustainable change.

HANDBOOK OF EUROPEAN GOVERNANCE PRACTICES IN HIGHER EDUCATION

The Handbook of European Governance Practices in Higher Education was developed in the framework of Work Package 4. It was prepared by the EU partner institutions in the project and consists of 16 case studies of innovative governance practices and approaches which have proved successful in the La MANCHE higher education institutions from Bulgaria, France, Greece, Portugal and the UK. The Handbook contributes to the achievement of the third specific project objective and facilitates the transfer of context-sensitive good governance practices and models for effective leadership and change management from the EU institutions in the project to the 23 Partner Countries institutions.

The 16 case studies present strategies applied and tools used by the La MANCHE institutions when dealing with internal changes and pressures from outside to introduce reforms. The institutional changes and transformations described in the case studies have been triggered by a variety of challenges related to modernisation of the current higher education systems. The case studies include information on the contextual preconditions and the processes of implementation of the specific good practice and the major outcomes achieved. In addition, the case studies assess the potential for sustainability and transferability to other contexts as well as the factors favoring the successful implementation of the good practices presented.

The Handbook is addressed at senior and middle managers of higher education institutions in the five Partner Countries. In addition, it is deemed to make an interesting and useful reading for key stakeholders in higher education such as policy makers, business representatives, civil society groups and students whose more active involvement in the university governance processes shall be encouraged.



LOCAL TRAININGS AND PUBLIC LECTURES IN LEADERSHIP AND CHANGE MANAGEMENT

In the period of December 2013 – June 2014 23 trainings in change management and public lectures in grassroots leadership and student engagement were organized at the 23 Partner Countries institutions in the project. The trainings main target group consisted of senior and middle management members in the La MANCHE universities in Armenia, Belarus, Georgia, Moldova and Ukraine. The public lectures on the other hand were attended by the larger academic communities including students of the La MANCHE institutions. The events organized and facilitated the trainings and lectures by taking into account the local contexts. When preparing for the trainings and public lectures, they were able to use and adapt to the local needs the training and reference materials and presentations and resources applied at the Trainings for trainers in October 2013 in Portugal. In addition, trainers and trainees at the 23 Partner Countries institutions use the guidance materials in leadership and change management developed in Work Package 4.



Public lecture at LNTU, Ukraine



Training at CSTU, Ukraine



Training at ONEU, Ukraine



Training at BTEU, Belarus



Training at GSU, Armenia



Training at BSEU, Belarus



Training at USB, Moldova



Training at YSU, Armenia



Public lecture at LAC, Ukraine



Training at VSTU, Belarus



Training at TSU, Georgia



Public lecture at SAUM, Moldova



Training at MSU, Moldova



Training at SAUM, Moldova

4TH PARTNER MEETING IN YEREVAN

In the period of 10th — 12th June 2014 the La MANCHE project consortium members gathered for the fourth time, this time in Armenia. The meeting was hosted by Yerevan State University. During Day 1 the consortium members participated in sessions and workshops dedicated to project management and administration. An overview of the major project results achieved following the previous partner meeting in October 2013 was presented by Ms Christina Armutlieva, Project Manager of La MANCHE. She also provided a detailed account on the Intermediate Report submitted to the Executive Agency in April 2014.

During the afternoon session on 10th June the 23 Partner Countries institutions in La MANCHE presented the results of the local multiplication trainings and the public lectures organized by them in the framework of Work Package 5. Ms Anastasiya Makarenko, Work Package 5 leader, shared with the partners summarized statistical data concerning the number of beneficiaries involved in the project events in Work Package 5. All presentations from Day 1 of the 4th partner meeting could be downloaded [here](#).

The first day of the meeting was also attended by the team of NTO Armenia. Ms Lana Karlova spoke to the La MANCHE audience about the importance of efficient project dissemination and the relevance of the topics of leadership and university governance in the higher education context of Armenia.



During the second day of the meeting, the partners participated in the La MANCHE VTT Panel. It started with a workshop in networking and stakeholder management facilitated by Ms Rachel Mason from University College Birmingham. The session aimed at identifying the stakeholders' potential at the La MANCHE institutions and at defining the restraining forces for change. The partners used the [External Stakeholders Mapping Tool](#) and were invited to join a series of interactive exercises with the aim of mapping their own stakeholders. The workshop in networking was followed by a presentation of Dr Gergana Dimitrova from IUC project team who presented in details the four major stages in the process of managing and communicating policy changes.

Within the La MANCHE VTT Panel the founding texts of the virtual platform were discussed and validated. The partners got acquainted with the La MANCHE VTT registration procedure and membership requirements. Detailed information on the upcoming project activities including the formation of six transnational themed working groups with various stakeholders and the La MANCHE Strategy design was presented by Dr. Vadim Sirkeli from Comrat State University in Moldova, Work Package 7 leader.

All materials from the La MANCHE VTT Panel are available for dissemination at the project website within the [La MANCHE VTT Panel](#) section.



PROJECT DISSEMINATION DAY AT THE 4TH PARTNER MEETING

On 12th June, in the framework of the 4th partner meeting, the La MANCHE partners participated in an international dissemination conference jointly hosted by the La MANCHE consortium and Yerevan State University. The conference was organized on the occasion of the 95th anniversary of the largest Armenian university and was dedicated to the problems and challenges in higher education in 21st century. It was attended by a large number of Armenian and international academics, policy makers and experts in higher education governance.

During the plenary session the La MANCHE Project Coordinator presented the project to the wide audience. She spoke about the challenges addressed by the project and its main goals. The event provided an excellent opportunity to disseminate information on upcoming project activities which require strong engagement from stakeholders and interest groups outside La MANCHE. In particular, the Project Coordinator spoke about the six transnational themed working groups to be established in the project over the next months. The various stakeholders would engage in the process of drafting and designing jointly the La MANCHE Strategy. It will be co-created through networking and exchange of ideas and experiences online in the framework of the La MANCHE VTT. The Project Coordinator invited all present stakeholders to register at the platform and to get involved with La MANCHE.

During the afternoon sessions a large number of La MANCHE consortium members promoted project results achieved at institutional level and shared information on different aspects of work and experiences in La MANCHE. Presentations from the project promotional day could be downloaded [here](#).



UPCOMING EVENTS AND ACTIVITIES

| | |
|----------------------------------|--|
| 7th – 13th September 2014 | Young Leaders Academy for La MANCHE partner institutions students hosted by International University College, Bulgaria |
| September 2014 | Networking events with stakeholders in higher education held at the 23 Partner Countries institutions |
| September – October 2014 | Formation of six Transnational Themed Working Groups (WGs) for collaboration with various key stakeholders in higher education and members registration at the La MANCHE VTT as follows: Transnational Themed WG with higher education institutions outside La MANCHE Transnational Themed WG with policy makers Transnational Themed WG with business leaders Transnational Themed WG with civil society representatives Transnational Themed WG with student organizations Transnational Themed WG for gender equality in higher education |
| December 2014 | Initiation and kick-off of a series of discussions on leading and managing change in higher education in the La MANCHE countries through the La MANCHE VTT |
| January – March 2015 | Online discussions and drafting proposals for policy changes through La MANCHE VTT |
| April 2015 | Elaboration of advanced La MANCHE Strategy draft |
| May – June 2015 | National conferences in Armenia, Belarus, Georgia, Moldova and Ukraine to present the La MANCHE Strategy draft |
| August 2015 | Finalization and publication of the La MANCHE Strategy |
| September 2015 | Workshop <i>Women in Leadership in Higher Education</i> in the framework of the final partner meeting |
| September 2015 | Final La MANCHE dissemination event |



Tempus



LA MANCHE IN SOCIAL MEDIA

La MANCHE on Facebook:



La MANCHE on Youtube:



CONTACTS

Project Coordinator:
International University College
Bulgaria

E-mail: lamanche@vumk.eu
Web: www.lamanche-tempus.eu

La MANCHE team wishes you a nice and active summer!

