

Issue VI

April 2023

Summary:

- Activities performed
- Partners about the project

*Moldova Higher Education
Leadership and Management*



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



Newsletter



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Presentation of the training results of cohort II within the Leadership and Management program



On July 12, the SUM coordination group meeting was organized through the ZOOM platform. Ms. Angela NICULIȚĂ

(SUM) as coordinator of WP 2.3, presented the results of the second cohort of beneficiaries of the training program.

The second cohort consisted of 52 university managers, including:

- 46 people from the partner universities of the project, and
- 6 people from affiliated universities:
 - Academy of Public Administration – 1,
 - State University of Physical Education and Sports – 2,
 - State Pedagogical University „Ion Creangă” – 1,
 - Cooperative-Commercial University of Moldova – 1,
 - Academy of Music, Theater and Fine Arts -1.

The training started on March 2nd and ended on June 24th.

The program was structured in 4 modules and ended with the final assessment. The final assessment was organized between July 6-8.

On July 6, the TUM, AESM and SUMPh teams presented the results of their research within the program, the topics presented being:

- Digitization of the reporting of teaching and research activities at TUM faculties;
- Initial training of pedagogical skills for HEI teachers with an engineering profile (TUM);
- Implementation of the pre-master's program in universities in the Republic of Moldova (AESM);
- Improving the internationalization of the educational and research process in AESM;

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- Qualification standard – the basis for the development of the university curriculum (SUMPh);
- Basics of emergency medicine for high school students (SUMPh).

On July 7, the teams from MSU, SAUM and the team of affiliated universities presented the following projects:

- Academic Platform for Research, Expertise and Transfer of Legal Innovations / PACT (MSU);
- Digitization of institutional libraries (MSU);
- Implementation of elements of organizational culture within the State Agrarian University of Moldova (SAUM);
- Optimizing the didactic information route of SAUM;
- The model of the new academic community in the context of the reorganization of higher education institutions in the Republic of Moldova (team of affiliated universities).

On July 8, the USARB and SUCahul teams presented their projects online via ZOOM:

- Development and modernization of the University Information System by including the e-documents module (e-plan, e-registry) (USARB);
- Ensuring interoperability within the eLearning portal – Moodle, Mahara, LAMS, BigBlueButton and Lime Survey (INTEReLearning) (USARB);
- The VIS (DREAM) Center / Volunteering in Higher Education (SUCahul).

Launch of training in the Management and Leadership program for the third group of university managers

On September 21, 2022, the 3rd edition of the Management and Leadership professional training program for university managers was launched, which was developed within the MHELM project - "Moldova Higher Education Leadership and Management", reference number: 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP, funded by the European Union.

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The training within this program is carried out in order to achieve the objectives of the MHELM project, as well as objective 5 of the Action Plan of the Ministry of Education and Research for 2022.

According to MER order no. 1718 of December 30, 2021, objective 5 of the activity plan of the Ministry of Education and Research for the year 2022 provides for activity 1.4.5.3 with the following obligation: "Implementation of a training, development program for higher education management, focused on governance, strategic planning and management", which provides for the training of at least 200 leaders from HEIs through the Leadership and Management program.

The first two editions of the Management and Leadership program were attended by over 100 people, representatives of the partner universities in the project (TUM, AESM, SAUM, SUM, SUMPh, SUCahul and SUARB) and associated partners (UPSC, USEFS, AMTAP, AAP) and UCCM).

The third group of trainees, consisting of over 55 people, includes both existing university managers, as well as academic and non-academic staff, representatives of the partner universities, but also those associated with the project.

The training is carried out 3 times a week, in online format via the ZOOM platform between September 21, 2022 and January 31, 2023.

The third annual meeting of the Erasmus+ project consortium „Moldova Higher Education Leadership and Management-MHELM”

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- Cercetarea în cadrul proiectului

On October 19, 2022, the third annual meeting of the Erasmus+ project consortium "Moldova Higher Education Leadership and Management-MHELM" took place, reference number: 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP, funded by the EU and coordinated by the Technical University of Moldova. The project aims to strengthen governance, strategic planning and management in Moldovan universities, to support reforms in the sector by



increasing leadership and management capabilities. The project consortium consists of 11 partners: 3 from the European Union (United Kingdom, Germany and Romania) and 8 from the Republic of Moldova representing HEIs and the Ministry of Education and Research.

The meeting was dedicated to the results of the 3rd year of implementation and planning activities for the last year of the project. The meeting was opened and moderated by Mrs. Larisa



BUGAIAN, the project coordinator, who summarized the key activities of the project and presented the aggregated results, carried out during the reporting period. In her welcome speech, the MER

representative of the Republic of Moldova, Doina USACI, Head of the Higher Education Policy Department, emphasized the importance of the MHELM project in the continuation of the reform of the HE sector in the Republic of Moldova and spoke about the initiative of the MER to set up a National Center for Education and Leadership that would contribute to the training and development of teaching and managerial staff.

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Also present at the event, Claudia Melinte, coordinator of the Erasmus+ National Office in the Republic of Moldova, noted the contribution and relevance of the project. At the same time, she also spoke about the importance of these meetings, which aim, in addition to reporting, also identifying risks, problems that may arise during the implementation of activities in order to prevent and overcome them.



David Dowson, expert in leadership at UoG University made a comprehensive presentation of the activities of EU partner universities within the MHELM project, at the same time appreciating the results of the project, the responsible approach and their impact on the transformation of the higher education sector in the Republic of Moldova.

At the consortium meeting, Alice Buzdugan, ISOP, spoke about quality assurance within the project, the quality of cooperation between partners and presented the results of beneficiary feedback surveys for each trained group.



The presentations of the leaders of the work packages at the consortium meeting were mainly focused on the implementation of the new Leadership and Management program that refers to the

training of institutional managers from the partner Universities, Work Package 2.3.

The institutional coordinators (Angela NICULIȚA - SUM; Ala COTELNIC - AESM; Evelina GHERGHELEGIU - SUMPh; Elena SCRIPNIC- SAUM/TUM; Valentina PRITCAN - SUARB; IRINA

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TODOS - SUC, Larisa BUGAIAN - TUM) presented the results of the Leadership & Management training of the 2 groups of beneficiaries, the challenges they faced during the implementation, but also the steps to be taken to achieve all the established targets.

During this meeting, Cristina DIACONU, TUM, spoke about the importance of dissemination to ensure the visibility of the project and presented the aggregated information on DEOR methods, techniques and tools (dissemination and exploitation of results) used within the MHELM project.

At the end, the key moments of the 3rd year of activity were generalized and future actions were determined to ensure the sustainability of the project.

Handing out certificates to graduates of the „Leadership and Management” training program, SUMPh

The first 15 representatives of the management team of the State University of Medicine and Pharmacy „Nicolae Testemițanu” received the certificates of completion of the



training courses in the „Leadership and management” specialty. The training activities were carried out between October 6, 2021 and March 15, 2022 within the

continuous training program „Leadership and management in Moldovan higher education” (Moldova Higher Education Leadership and Management - MHELM). The celebration took place on the 18th of October, in the presence of the project partners from the Technical University of Moldova (TUM), the national coordinator, and from the University of Gloucester, United Kingdom.

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Rector Emil CEBAN expressed his gratitude to the members of the delegation, stressing that this project is a continuation of the Erasmus programs that promote the sustainable development of



partners in the field of higher education and will bring multiple benefits to the management of the institution, being trained key people in the administration. „This kind of program is an innovative one for the universities of the Republic of Moldova and aims to strengthen the governance, strategic planning and management in the universities of Moldova, to support the reform of the sector by increasing the leadership capacity and the management capacity of the management team of the University, with the strengthening of university governance capacities according to good practices”, declared the rector.

In the opinion of Professor Larisa BUGAIAN from TUM, national coordinator of the MHELM project, these certificates confirm



the fact that „we will be those pioneers who will bring improvements and modernization to the higher education system in the Republic of Moldova, being at the stage of launching

changes. These certificates will also be required for the positions you currently hold, but also for other positions you will apply for in the future. The COVID-19 pandemic also had advantages, because the classes were held online, we had the opportunity to communicate and interact from the north to the

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south of the country and form a network of universities. Thus, thanks to this course, I learned about experiences and good practices that can be taken from other universities in the Republic of Moldova and abroad”, Larisa BUGAIAN pointed out.

For his part, David DAWSON, project partner from the United Kingdom, pointed out that the MHELM project has existed for 9 years at the University of Gloucester, which he represents. „The dissemination of information about this program, new in the Republic of Moldova, as well as the best practices from partner universities in the EU in terms of the design and delivery of professional development programs, should be a permanent goal of increasing leadership competence and management of the universities of the Republic of Moldova”, noted the expert.

Handing out continuous training certificates within the „Leadership and Management” continuous professional training program to TUM trainees

36 representatives of the first teams of trainees from the Technical University of Moldova, reformed after the absorption of the State Agrarian University of



Moldova, received the certificates of graduation from the continuing professional training program „Leadership and Management”, carried out within the Erasmus+ Program „Moldova Higher Education Leadership and Management – MHELM”, no. ref. 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP. The certificate handing ceremony took place on October 26. The event was opened by the project coordinator Larisa BUGAIAN, PhD, hab., university professor, who in her speech

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noted the importance of the project in the development of higher education management, focused on governance, strategic planning, increasing leadership and management capabilities in HEIs from the Republic of Moldova.

At the same time, she came with a congratulatory message to the trainees for successfully completing the „Leadership and Management” program for acquiring the professional skills necessary for effective management in the higher education system and for their courage in attitudinal and factual demonstration of openness to change, innovations, in the context of the new university paradigm.

She pointed out that these certificates are conclusive evidence that the reform of the higher education sector in the Republic of Moldova aimed at the development of higher education management, focused on the development of university management, has already begun to bear fruit.

In his opening speech, the rector of TUM, Viorel BOSTAN, Dr. Hab., university professor, greeted the audience, congratulated the trainees and spoke about the real value of these trainings, which denote research performance, the quality of professional training, excellence management, capitalizing on and using the leadership capabilities necessary for university management.

Mr. Viorel BOSTAN together with Mrs. BUGAIAN Larisa handed the certificates of continuous professional training in „Leadership and management” to the 36 trainees from the Technical University of Moldova and the former State Agrarian University of Moldova, wishing them new achievements.



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Trainees expressed their gratitude to the 24 trainers who developed and implemented the „Leadership and management” course.

Presentation of the final projects of SUARB managers, beneficiaries of the „Leadership and Management” program, the MHELM project



On 10.02.2023 there was a presentation of the final works of SUARB trainees, group 4, trained in the Leadership and

Management Program, offered by the MHELM project „Moldova Higher Education Leadership and Management (MHELM)”, reference number: 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP, financed by the European Union, through the Erasmus+ Program.

As evaluators were the trainers responsible for the Modules included in the Leadership and Management program, Mrs. Larisa BUGAIAN, project coordinator, Technical University of Moldova, Mrs. Daniela POJAR, Technical University of Moldova, Mrs. Ala COTELINIC, Academy of Economic Studies from Moldova, Ms Angela NICULIȚĂ, State University of Moldova. The event was also attended by Mr. Rodion CIUPERCĂ, head of the „Continuous Training” Department, Technical University of Moldova.

The presentation session of the final projects started with a greeting addressed by the general manager of the project, Prof. Univ. Larisa BUGAIAN. Mrs. Valentina PRIȚCAN, institutional coordinator of the MHELM project, highlighted the institutional and national significance of the MHELM project, mentioning the active and responsible involvement of the SUARB team.

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The State University „Alecu Russo” from Bălți presented 2 institutional projects, as a result of benefiting from the „Leadership and Management” professional training program for leaders in higher education institutions, developed

within the MHELM project:

Group 1: Creating and Developing the Center for Academic Writing

1. Tatiana PANCO, Head of the Quality Management Department;
2. Stela PRIPA, director, Innovation and Technology Transfer Center;
3. Lina MIHALUȚA, Director, Scientific Library of the SUARB.

Group 2: Establishment of the Alumni hub

1. Aurelia BEȚIVU, head of the Department of Educational Sciences;
2. Valentina PILAT-MUTRUC, head of archive;
3. Dorin GUZGAN, Occupational health and safety specialist.



Handing out certificates to SUARB managers, beneficiaries of the „Leadership and Management” program, the MHELM project

On 10.02.2023, the ceremony of handing out the certificates issued by CTICE, which confirms the continuous professional training of SUARB managers, beneficiaries of the „Leadership and Management” training program, took place.

The event was attended by those responsible for the Modules included in the „Leadership and Management” program: Mrs. Larisa BUGAIAN, project coordinator, Technical University of

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Moldova, Mrs. Ala COTELNIC, Academy of Economic Studies of Moldova, Mrs. Angela NICULITA, State University of

Moldova and Mr. Rodion Ciupercă, head of the „Continuous Training” Department, TUM.

Certificates were awarded to SUARB managers and leaders as follows (position held during training):

Group 1:

- Valentina PRIȚCAN, vice-rector for scientific activity and international relations;
- Tatiana ȘOVA, head of the Department of Educational Sciences.

Group 2:

- Lidia PĂDUREAC, first vice-rector for didactic activity;
- Lilia TRINCA, dean of the Faculty of Letters;
- Ina CIOBANU, dean of the Faculty of Real, Economic and Environmental Sciences;
- Carolina TCACI, head of the Department of Economic Sciences;
- Oxana CHIRA, head of the Department of English and German Philology;
- Ana BEJENARI, chief accountant.

Group 3:

- Svetlana STANȚIERU, head of the „Teaching Activity” Center;
- Elvira GURANDA, vice dean of the Faculty of Letters;
- Mircea PETIC, head of the Department of Mathematics and Informatics;
- Tatiana BULARGA, head of the Department of Arts and Artistic Education;

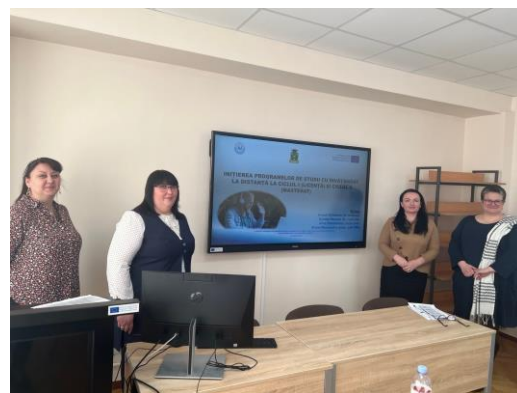
- Ghenadie CABAC, the head of the Information Technology Department.

Evaluation of the final projects presented by the SUM and AESM teams



On February 13, 2023, the evaluation of the final projects presented by two teams from SUM and three teams from AESM took place. The first team of SUM, made up of univ., PhD Angela Gradinaru,

associate professor, PhD Daniela Pascaru, university lecturer, Alina Slobodaniuc and the head of the Human Resources Department, Aliona Lisman, presented the project “Initiation of study programs with distance learning at the first Bachelor’s cycle and the second Master’s cycle”. The aim of the project is to implement study programs with distance learning through the use of ICT in



accordance with the requirements of the beneficiaries and the needs of the labor market, by making the higher education process more flexible and increasing its efficiency that can easily respond to crisis situations (pandemic, war, migration, optimization of expenses, inclusion of people with difficulties, etc.).

The second team of SUM - university professor, PhD Natalia ZAMFIR, associate professor, PhD Natalia PUTINĂ, Deputy Head of Accounting Ludmila ȘENDREA presented the project proposal “Engaging universities in the “green” transition process and cultivating values for sustainable development”. The project

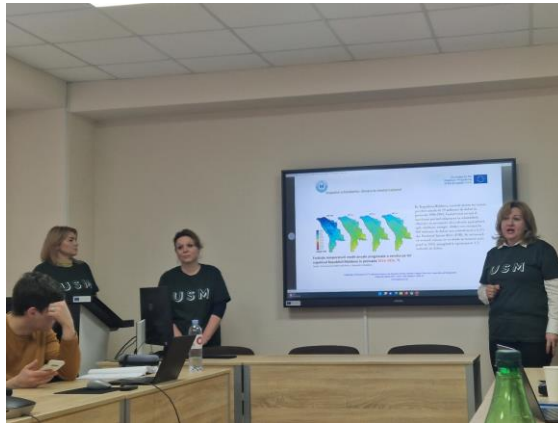
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aims to create an optimal model for the implementation of the “green” transition process and sustainable development at the level of the State University of Moldova, with an impact on the national education system. The main objective of the project is



to initiate a complex process of engaging SUM in the green transition and sustainable development, through three basic actions: adopting the Green Strategy of SUM and implementing the “SUM

GOES GREEN” program, as an initiative of the university management to align with SDGs and existing good practices in EU and Western countries; the creation of the Green Hub, the first of its kind in Moldova, the Green Office/Hub (GO) as a platform for the institutionalization of sustainability and green transition in higher university education; creation of a Green network (Green network) at SUM together with other universities, APC, APL, civil society organizations, economic agents, ecological activists, etc.

As evaluators were the trainers responsible for the Modules included in the “Leadership and Management” program, university professor, dr. hab. Larisa BUGAIAN, project coordinator, Technical University of Moldova, university professor, PhD Ala Cotelnic, institutional coordinator, Academy of Economic Studies of Moldova and associate professor, PhD Angela NICULIȚĂ, institutional coordinator, State University of Moldova.

The project proposals of the SUM teams were assessed by the Evaluation Commission as relevant, with impact both at the institutional level and for the entire higher education system in the Republic of Moldova.

Final Public Evaluation within the Erasmus+ Project, MHELM, ULIM



On February 14 this year, in the premises of the Technical University of Moldova, the presentation of the final projects of the trainees from ULIM and other institutions, group 4, trained in the Leadership and Management Program took place.

The classes in this continuous professional training program took place between September 19, 2022 and January 27, 2023, with the total number of hours / study credits: 1200 hours / 40 credits.

The International Free University of Moldova was represented by the team made up of Prof. Valentina CIUMACENCO, Vice-Rector for International Relations, Viorica ȚÎCU, Dean of FRIȘPJ, PhD Ludmila COADĂ, coordinator of the Center for European Studies, PhD Inga STOIANOVA, president of the Quality Assurance Commission, Faculty of Letters.

The project with the title “Teaching European studies in the digital era” proposed by the ULIM team during the presentation session of the final projects included several components: motivation for choosing the topic, institutional requirements, ULIM’s approach, activity plan and timeline, the team, experience in the field and budget.

The project proposal put forward by the ULIM team was appreciated by the Evaluation Commission as relevant and imperative to the alignment of university education with EU

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standards and objectives (Digital Education Action Plan 2021-2027).

As evaluators were the trainers responsible for the modules included in the Leadership and Management program, Mrs. Larisa Bugaian, project coordinator, Technical University of Moldova, Mrs. Ala COTELINIC, Academy of Economic Studies of Moldova, Mrs. Angela NICULIȚĂ, State University of Moldova. ULIM was part of the professional training program for leaders in higher education institutions as an associated institution. The objective of the program is to train leadership and management skills in higher education, focusing on governance, strategic planning and appropriate management for application in the universities of the Republic of Moldova.

Virtual Round Table with the Generic „University Management”

As part of module I of the continuous training program Management and Leadership in HE (MHELM), on February 15, 2023, a virtual round table dedicated to University Management was held.

The event was organized in the context of the study theme “University Management”, which aims to train professional skills with reference to:

- attributions, competences, skills, responsibilities, rights and obligations of the manager, stages of the managerial process, university governance/autonomy, management strategies;
- identifying the principles and mechanisms of managerial performance, managerial styles, various categories of beneficiaries/target groups.

The round table was moderated by Ms. Otilia DANDARA, vice-rector of SUM, trainer of the I MHELM module, having as guests Ms. Nadejda VELIȘCO, general secretary of MER, Mr. Grigore BELOSTECINIC, academician of ASM, ex-rector of AESM and Ms. Valentina PRIȚCAN, vice-rector SUARB.

The topics proposed for discussion were approached through the prism of reforms in the national Higher Education (HE).

Each of the guests at the event made a brief presentation of their experience as a university manager and as an expert in various national and international projects dedicated to university reform.

Next, the experts talked about the evolution of the national HE, the accession of the Republic of Moldova to the Bologna process: attitudes and perceptions, challenges and benefits, successes and errors in the implementation process, new approaches to university management.

The experts also referred to the implementation process of the Education Code (2014), the modernization/adaptation to the new organizational trends (organizational structure) of higher education institutions, the establishment of Institutional Strategic Development Councils, the creation of doctoral schools, the new approaches to training in higher education – dual education, HEIs collaboration with the business environment, the place of the university in society, etc.

Mrs. Nadejda VELIȘCO mentioned that all the results obtained after the implementation of the respective reforms were used to complete the 2 chapters, 25 and 26 (out of 33), dedicated to education and research, of the questionnaire in connection with obtaining the status of a candidate country for the EU. In these chapters, the Republic of Moldova was appreciated and had the fewest comments from the European Commission, which analyzed this report.

The discussions also focused on the current image of the national HE as part of the Single European HE Area, the modernization of university management and university governance mechanisms. At the same time, the experts also referred to some “delays in the implementation of the Bologna Process”, unfinished activities related to the quality assurance system, the qualification standards necessary for the international recognition of diplomas, the insignificant number of academic mobility of students and staff university, etc.

The participants in the round table talked about the strengths and difficulties of the managerial activity in the HEI during the implementation of the reforms and at the present time, as well as about the current problems facing the national HEI.

LAUNCH OF THE IVth EDITION OF THE MANAGEMENT AND LEADERSHIP PROGRAM

On February 6, 2023, the 4th edition of the Management and Leadership professional training program for university managers, developed within the MHELM project – “Moldova Higher Education Leadership and Management”, reference number: 609656-EPP- was launched 1-2019-1-MD-EPPKA2-CBHE-SP, funded by the European Union.

The trainings within this program are carried out in order to achieve the objectives of the MHELM project and the successful implementation of the national priority of the Republic of Moldova: “Governance, strategic planning and management of higher education institutions”.

The project comes as support in the continuation of the reform of the higher education sector in the Republic of Moldova, by strengthening the capacity of leaders and strengthening governance, strategic planning and management in the universities of the Republic of Moldova.

The first three editions of the Management and Leadership program were attended by over 150 people, representatives of the partner universities in the project (TUM, AESM, SAUM, SUM, SUMPh, SUCahul and USARB) and associated partners (USEFS, ULIM and UCCM).

The training will take place 3 times a week, in online format via the ZOOM platform between February 6, 2023 and July 15, 2023.

Presentation of the final projects of the TUM and ULIM teams

On 14.02.2023, the presentation of the final works of trainees from TUM and ULIM, group 3, trained in the continuous training program “Leadership and Management” program, carried out through the Erasmus+ Program “Moldova Higher Education Leadership and Management/MHELM”, reference number: 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP, financed by the European Union.

As evaluators were the trainers responsible for the Modules included in the Leadership and Management program, Ms. Larisa BUGAIAN and Daniela POJAR, Technical University of Moldova, Ms. Ala COTELINIC, Academy of Economic Studies of Moldova, Ms. Angela NICULIȚĂ, State University of Moldova.

In the opening speech, university professor Larisa BUGAIAN, coordinator of the MHELM project, head of the Erasmus+ Center at the Technical University of Moldova, noted the institutional and national significance of the MHELM project in strengthening governance, strategic planning and management in the universities of the Republic of Moldova to support sector reform by increasing managerial skills.

The TUM and ULIM teams presented 5 projects, addressing the most diverse and current topics.

The team formed by Mrs. Irina TUTUNARU, Ph.D., associate professor, Livia NISTOR-LOPATENCO, Ph.D. Eng., associate professor, Olga HAREA, Ph.D., lecturer, and Vasile PLĂMĂDEALĂ, univ. lect., presented the project “Distance higher education in TUM: from alternative to future”.



This project aims to update the traditional university education for the study programs offered by the Technical University of Moldova within the I cycle – bachelor and the II

cycle –master, by implementing the form of distance education

(ID) as a sustainable and effective tool for initial and continuing professional training.

The second project “Effectiveness of communication and educational counseling with a view to the insertion on the labor market of graduates of the second cycle” aims at the functional analysis of the mechanisms and tools of correlation of the educational offer (double mentoring: University - Business Environment) in order to increase the degree of graduate employability, creating premises for the training and professional development of a number of 20 mentors from partner companies who will cooperate for students’ practice and the development of informational support for graduates. The authors of this project are: R. MUNTEANU, Ph.D. associate professor, E. BALTAGA, Ph.D., associate professor, T. NOVAC, Ph.D., associate professor, E. AMELICICHIN, Ph.D., lecturer.

The third project proposal formed by the team of Ion FIODOROV, Ph.D., associate professor, Rodica CUJBA, Ph.D., Rodica SIMINIUC, Ph.D. associate professor, consists in the development of an intelligent online platform for career counseling and guidance, which offers the opportunity to make well-informed decisions regarding the future career path. The platform will be based on a survey of graduates, and based on the answers, the system will identify one or more professions that best suit the candidates for studies depending on their individual characteristics and skills and will display the list of universities in the Republic of Moldova that offer studies to the specialties proposed by the platform.

The fourth team (Svetlana GANGAN, Ph.D., associate professor, Tatiana BUJOR, Ph.D., associate professor, Olese



Ph.D., associate professor) came up with a project proposal regarding the organization of events scientific with state funding, with

the theme: International Scientific Symposium “Perspectives for the sustainable development of rural space in the context of new economic challenges”, dedicated to the 90th anniversary of higher agricultural education. Among the expected results of this project are: new techniques for evaluating economic indicators in agriculture, new technologies for improving the information system in the administration of agricultural and agri-food enterprises, new mechanisms for financing and crediting the agri-food sector, for improving the managerial system of enterprises agriculture in particular, as well as the agro-industrial complex as a whole. Trainees from universities associated with the project also participated in this training. Thus, the ULIM team formed by V. CIUMACENCO, Ph.D., I. STOIANOVA, Ph.D., V. ȚÎCU, Dean of FRISPJ, L. COADĂ, Ph.D., focuses on the need to promote European Studies (inter and multidisciplinary) in the context of the European course of the Republic of Moldova – Teaching European Studies in the digital



age (TESDA). The theme of the project emerged from the need to align university education with EU standards and objectives (Digital Education Action Plan 2021-2027), as well as

the need for new visions for higher education in the Republic of Moldova in the digital era of education transformation.

Defending the Final Projects of Trainees in the “Leadership and Management” Professional Training Program within SUC

On February 22, 2023, the Final Projects of Trainees Participants



in the “LEADERSHIP AND MANAGEMENT” Professional Training Program within the MHELM Project, cohort 3, took place.

The SUC cohort participating in the training formed teams that developed 2 projects:

— Team 1 – project theme – Quality inclusive university education, authors: VRABIE Silvia, Ph.D., university lecturer; LUNGU Polina, Ph.D., associate professor, Head of the Department of History and Theory of Education; MIHAILESCU Natalia, Ph.D., Associate Professor; VICOL Iulia, Head of Department of Economic Sciences.

— Team 2 – project theme – “Legal Clinic” Center, authors: BLAȘCU Olesea, Head of Law Department, GÎRNEȚ Ilie, Head of Political and Administrative Sciences Department, CIUDIN Oxana, university assistant.

The objective of the program was the training of leadership and



management skills in higher education, focusing on governance, strategic planning and management, suitable for application in the universities of the Republic of Moldova.

Handing out Certificates to Participants in the "Leadership and Management" Professional Training Program within the MHELM Project at SUC



On February 22, 2023, the Graduation Ceremony was held for the participants of the “LEADERSHIP AND MANAGEMENT” Professional Training Program within the MHELM Project. Certificates are issued by CTICE confirming the continuous professional training of USC managers and obtaining of 40 credits.

The event was attended by the managers of the modules included in the training program: Bugaian Larisa, project coordinator, TUM; POJAR Daniela, TUM; COTELNIC Ala, AESM; NICULITA Angela, SUM; Ciupercă Radion, TUM.

Certificates were awarded to the following trainees:

1. TODOS Irina – Institutional coordinator of the MHELM project;
2. ROȘCA-SADURSCHI Ludmila – PhD, associate professor;
3. CECLU Liliana — Dean of the Faculty of Economics, Engineering and Applied Sciences;
4. RUMEUS Iurie — Head of Engineering and Applied Sciences department;
5. BÎRLEA Svetla – Head of the Information Technologies section;
6. NEDELICU Ana – PhD, associate professor;
7. FILIPOV Ina – Dean of the Faculty of Law and Public Administration;
8. PETCU Valeriana — Head of the education quality management, guidance and career counseling service
9. ILLICIEV Maxim – university assistant;
10. GROSU Liliana — Dean of the Faculty of Humanities and Pedagogical Sciences;

11. PUȘNEI Irina — Head of the Languages and Literatures department.



Ala OBERȘT, associate professor, doctor of economic sciences, Department of Economics and Management, Faculty of Economic and Business Engineering, Technical University of Moldova. The President of the Employees Union Office of the Faculty of Economic and Business Engineering.

I had a great honor to be included in the list of participants in the MHELM (Moldova Higher Education Leadership and Management) course.

It is a beneficial course for the staff with management positions within the higher education institution, as well as for teaching and scientific-didactic staff, who want initiation into the management activity, regardless of their hierarchical level.

The team of trainers, selected from the universities of the Republic of Moldova with proven experience in the subjects taught, generated the effects of an interesting, useful, valuable course with practical elements, which can influence the functioning of university structural subdivisions.

In addition to the basic objectives of the MHELM course related to the training and development of effective leadership skills, it also generated derivative effects, which in my personal opinion could be structured:

- a unique networking, specific to the context of higher education, where I had several opportunities to meet new colleagues;
- exchange of unique experiences by getting familiar with the situational variables of the participating universities;

- development of collaborative skills - by participating in performing tasks in mixed groups;
- training the skills to be part of the self-directed team, especially when carrying out the final graduation project, using the learned leadership practices;
- understanding the functioning of internal university processes and their interaction with stakeholders (e.g. funding, budgeting, human resources, public procurement and others);
- identifying the current problems faced by the staff in higher education institutions and the appropriate and efficient solutions;
- taking over didactic methods and tools for future activities as a result of the valorization of complementary learning.

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 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.



***Ciorbă Dumitru, Ph.D.,
Ass. Prof., Dean of the
faculty of Computers,
Informatics and
Microelectronics***

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.

The study was well-organized, and the material was presented clearly and concisely, making it easy to understand and apply in my academic career. The indispensable element of the study is that all learning materials are placed in the Electronic Library on the project's site <http://mhlem.utm.md> and are open to all interested in the subject.

The activities in the program were interactive, and the coordinators of the modules skilfully applied IT tools to facilitate understanding of the taught material through teamworking, group discussions, and frequent presentations of ideas and thoughts about various systems and institutional circumstances. The working and discussion groups were compound of 5-6 representatives of different universities, and the knowledge blend allowed a better understanding of the national education problems and better experience learning. The education domain's notorious guests were continually present and perfectly complemented the subject of the modules.

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 time management and communication skills, which are crucial in my roles as a faculty dean and university professor.

It is essential that the program is completed with a team project, which would focus on the improvement of managerial

activities with a generic goal of innovative change for higher education. The project required teamwork and a generic goal of innovative change for higher education. My team of colleagues from the Technical University of Moldova, economic experts, engineers and architects, and heads of university subdivisions delivered the dual education implementation project for two study programs of the Faculty of Computers, Informatics, and Microelectronics. I am happy to announce that this project is now in full swing, with students already enrolled in these study programs in Robotics and Mechatronics, as well as in Automation and Computer Science.

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 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.



Final opinions on the result of professional training within the MHELM Program „Management and Leadership in Higher Education Institutions“

I am Mrs. COJOCARU Olesea, Ph.D., Associate Professor. from the Faculty of Agricultural, Forestry and Environmental Sciences, the "Agronomy and Environment" Department of the former State Agrarian University of Moldova, currently the Technical University of Moldova.

The July situation regarding the absorption of the Agrarian University by TUM brought a lot of stress among teaching staff, as they were unprepared for this change.

I can state my own opinion on this situation, that thanks to the MHELM Training Program consisting of 4 Key Modules – it played quite a vast and timely role for me to understand and

realize: why these organizational changes were made? what was their purpose? and what will be the expected end result?

At the beginning, I was also in a state of stress and confusion as a result of the reorganization through merger (absorption) of the State Agrarian University. Only gradually from Module I to Module IV of the MHELM Program through the clear, explicit and effective presentation by the MHELM team of the coherent Management and Leadership methodology; about the need to develop a HEI; the stages of the change process and the degree of adaptation, through various national and international examples focused on the organizational culture, which elucidated me in the evaluation and understanding of the current situation.

Also, this training brought together representatives of several Universities in the country, having the mutual opportunity to work in teams on each practical activity on the 4 Modules. Thus, we met new personalities, wonderful people from various fields sharing our own experiences.

The organization, collaboration, approach and open cooperation of the MHELM team during the entire training period made our motivation and individual change in the organizational culture within the management of a HEI fully possible by relating in the internal and external environment.

I offer sincere and honorable THANKS and gratitude to the entire MHELM team for their hard work, dedication and the topics covered in this training. A phenomenal experience!

Now I can state my opinion with certainty that this merger caused by the previous stagnation of the former institution was necessary and is even welcome.

It depends on our attitude, responsibility and involvement!



Lilia GRICOROI, associate professor, PhD, dean of the Faculty of Accounting, AESM. I was part of the second cohort of learners of the „Leadership and Management“ continuous education study program.

I express my impressions of this program and training course from the perspective of the managerial position held within AESM. So, the study program „Leadership and Management“ expanded my horizon of thought and the palette of action in the act of leadership, organization and development of the faculty. However, my basic studies are not directly related to management, and passing the course units and graduating from the „Leadership and Management“ program ordered, scored and developed the skills and qualities necessary for effective management. I admit that still, during my studies, we were already planning conceptual and practical changes in faculty management and inter-institutional relations (vertically and horizontally).

The course was interesting and captivating and was highlighted by the organizational rigor, the clarity of the message, the wealth of information acquired, the teamwork, the opportunity to capitalize on one's own experience. The time allocated was used to the maximum possible and the results exceeded our expectations.

I support and appreciate the idea of the organizers to include in the same cohort of students, representatives of several educational institutions, which brought a real contribution to the personal development of each participant. We met people and personalities with whom we shared professional experiences and current daily lives.

Finally, I would like to thank all the mentors (teachers) and consider that the development and implementation of the „Leadership and Management“ study program is a great achievement, a successful experience, both for the educational institutions and for the staff involved, because it taught us to focus on what we can change.



***Lucia Cepraga, Ph.D.,
associate professor, AESM.***

***The MHELM project is
more than a
professionalization
program, it is the driving
force that brought together
institutional leaders of
different levels within the 7***

HEIs.

The MHELM project, for me, at the beginning of my managerial career, meant, a priori, a challenge to discover the particularities of organizational management in higher education. A posteriori, following the four months of courses, I experienced the satisfaction of a fruitful inter-university collaboration.

The MHELM project is more than a professionalization program, it is the driving force that brought together institutional leaders of different levels from the seven partner universities in order to develop managerial skills. In my opinion, the continuous training program „Leadership and Management“ is an instrument of university synergy. However, the interactions, even in the online, personal format, brought me, beyond knowledge in the field of leadership, new friends. This project constituted a platform for new academic collaborations.

The activities on the project made me aware, once more, of the role and value of collective intelligence, where everyone had the opportunity to come up with ideas, solutions in order to develop a reliable final product not only hypothetically, but also in the current reality of the university system from the Republic of Moldova. The specific professional experience, as well as the managerial experience, of each member of the team (COBZARI Ludmila, Ph.D., Univ. Prof., CEPRAGA Lucia, Ph.D., Associate Prof., DODU-GUGEA Larisa, Ph.D., Associate Prof., MOROI Tatiana, Ph.D., university lecturer) helped us to conceptualize and carry out a project „Development and promotion of risk awareness culture within AESM in conditions of sustainable development“, according to us, interesting, current and useful for higher education in the Republic of Moldova.

In my view, the sustainability of the „Leadership and Management“ Project is reflected in the implementation of the accumulated information, the skills developed in new scientific and managerial projects both within AESM and inter-university; resides in capitalizing on communication and management skills as a leader of a subdivision, thus contributing to increasing the quality of higher education as a whole.



**State University „Alec
Russo” from Balti
Aurelia BEȚIVU, Ph.D.,
head of the Department of
Educational Sciences. The
trainings we benefit from
through the MHELM
project are a real support**

for training leadership and management skills in higher education, focused on governance, strategic planning and management.

The proposed contents for each module are complex, relevant and useful by covering all aspects of leadership and management - leadership, resource management, staff management, information and intelligence management, as well as personal characteristics such as motivation and productivity.

The working methods proposed folded on the expectations we had for interactivity, dynamism, constructive dialogue, cooperation, exchange of experience, which favored the involvement and activism of the participants.

The training we received allowed us to strengthen our capacities to negotiate, plan and deliver the changes needed to transform the higher education sector in the Republic of Moldova.



Petcu Valeriana, Ph.D., associate professor, Head of the Quality Section of SUC. During the lessons, innovative methods of teaching - learning - evaluation were used. University teaching staff proved to be highly motivated in their professional development.

Working in groups from different universities gave us the opportunity to learn and offer different points of view, to identify some existing problems at the system level.

Another important aspect was represented by the curricular resources generously offered by the teaching staff of the course units/modules taught. Significantly, we can mention the good practices shared by university teachers, invitations to various activities such as: round table, workshops, etc. During this period I discovered new ways of connecting and

professional approach. In the mentioned interval, there was a plurality of didactic experiences focused on the training of skills absolutely necessary at the current stage for teaching staff.

All these elements are certainly of great importance in our professional evolution and development. At the same time, it should be noted that the experience gained during this period represents valuable resources that can be successfully utilized in the curricular contents of the initial training of students and teachers in continuous professional training courses.

It was a beautiful challenge that I have never encountered before.



Liliana Ceclu, Ph.D., associate professor, dean, SUC. The Leadership and Management course can become an objective of every teacher by including it in the personal development plan.

This course is useful for those interested in their own performance, career growth and creating a functional team, those interested in accessing managerial positions or who want to become good managers and leaders to follow for their team or those who want to develop the capabilities of the institution and creates a performance-oriented organizational culture.

Although leadership is also the result of charisma, still in order to achieve performance, the good leader sums up learned behaviors and skills acquired through learning.

Thus, during the course we discovered in ourselves the hidden abilities of leaders and managers and learned how to correctly orient teams/collectives in the appropriate direction, how to inspire confidence and how they can trust themselves, how to correctly evaluate a certain situation and how to make those around us feel stronger.

Participation in the Leadership and Management course brought only satisfaction, thanks to the team of trainers, thanks for the information received and acquired and thanks to the participants of this course.



Opinions of the graduates of the „Leadership and management in higher education in Moldova“ training program, State University of Medicine and Pharmacy „Nicolae Testemițanu“

15 representatives of the management team of the State University of Medicine and Pharmacy “Nicolae Testemițanu” benefited from training courses in the “Leadership and management” specialty. The training activities were carried out between October 6, 2021 and March 15, 2022 within the “Leadership and management in Moldovan higher education” continuous training program (Moldova Higher Education Leadership and Management - MHELM). The graduation certificate ceremony took place in October 2022, in the presence of the project partners.

Satisfied with the end result, the graduates of the program expressed their gratitude to both the external partners for the opportunity and the teaching staff who shared their unique knowledge and experiences. Evelina GHERGHELEGIU, head of the Department of External Relations and European Integration, institutional coordinator of the project, emphasized that: “This project is a continuation of the Erasmus programs, which promotes the sustainable development of partners in the field of higher education and will bring multiple benefits to the management of our university, key people from the administration being trained”.

For his part, the vice-rector for social activity Marcel ABRAȘ emphasized that the Continuous Training Program offered all students the opportunity to develop their knowledge

in their field of activity. “The theme of the first project - Evaluation of the public procurement system in the Republic of Moldova - was determined by the fact that we are in a continuous procurement of products, services and works and it is important to do it correctly, according to the legislation in force”, said vice-rector Marcel ABRAȘ.

“Consolidation of governance, strategic planning and management are urgent in Moldovan universities. The “Leadership and management” program will support the reform of the sector by increasing the leadership capacity and management capacity of the institution’s management team, according to good European practices”, said Victoria CRAVEȚ, vice-rector for economic and financial activity.

According to Tatiana NOVAC, head of the Legal and Human Resources Department, associate professor, the standards of this course enhanced each participant, supplementing their knowledge in management, as well as in the formation of critical thinking, which facilitates and improves the skills for their use in the case of holding a management position in a higher education institution. “The knowledge offered in the course is strictly adapted to the specific needs of the students, taking into account the field of activity”, said the graduate of the program.

In the opinion of assoc.prof. Oleg SOLOMON, dean of the Faculty of Dentistry, the program only brought added value to SUMPPh “NICOLAE TESTEMIȚANU”: “The common goal was to reach the end with expected results, which would develop our managerial skills”.

“Teaching, studying foreign languages in higher education institutions - another project - highlighted the importance of teaching and learning foreign languages in universities, a phenomenon determined by both external and internal factors. Among the external factors are globalization, the internationalization of the study process, the confirmation of competitiveness at the national and international level and the provision of higher quality educational services. Among the internal factors that influence this process are the increase in the performance level of employees and interprofessional competitiveness”, said Igor CEMORTAN, head of the Department of Recruitment and Documentation of Foreign Citizens.

Assoc.prof. Nicolae Chele, head of the WHO Department of Surgery and Oral Implantology “Arsenie GUȚAN”, also came with a message: “The MHELM project was well structured and included several aspects of leadership and management. Throughout the project I was both a student and a leader. Thanks to this project, I had the opportunity to develop, more deeply, my skills of analysis, synthesis and teamwork”.

Oxana SÂRBU, deputy dean, expressed her gratitude to the project partners, noting that such courses are welcome for key people from the institutions, taking into account the fact that they also interact a lot with the study beneficiaries.

Gheorghe BURUIANĂ, president of the Association of Medical Students and Residents from Moldova, resident doctor, reiterated the importance and quality of the project. “MHELM offered the opportunity to all participants, regardless of the university and the position held, to get fully involved. Everyone had the opportunity to be both a learner and an expert in their field of activity, and these positions developed our critical thinking”, declared Gheorghe BURUIANĂ.

“Training within the project allowed us to train leadership and management skills, developed our organizational culture and team spirit for a more modern University and a quality educational system”, said assoc.prof. Sanda BURUIANĂ, head of the Hematology Discipline of SUMPPh “NICOLAE TESTEMIȚANU”.

In the opinion of Sofia LEHTMAN, deputy dean, Faculty of Medicine no. 2, a good leader must have enough knowledge to implement certain educational management processes.

Tatiana POROSENCOVA, assoc.prof. at the Chair of Propaedeutics Dentistry “Pavel Godoroja”, thanked the scientific and didactic staff of the MHELM program for their professional competence, the vast transfer of knowledge, the unique experience and the skills developed during the training program. “Thanks to the training in the “Leadership and Management” professional training program, we managed to develop our leadership skills, strategic thinking, analysis, synthesis and teamwork skills”, said the graduate of the program.

The MHELM project was implemented in a consortium with six other higher education institutions from our country and three partner universities from Germany, Great Britain and

Romania. The training program included four modules, in the development of which experts from all partner universities participated. Thus, the first module was dedicated to the aspects of leadership and management in higher education institutions, the second provides for professional management and organizational culture, the third module is aimed at human resource management and the fourth is about change management and institutional development. The course consisted of 1200 hours, the equivalent of 40 credits, most of which represented individual work, and the rest - direct contact and included various types of activities: trainings, workshops, masterclasses, case studies, round tables, workshops, etc.

The project is financed by the European ERASMUS+ Program “Capacity Building in Higher Education (CBHE)”, the category of Eastern Partnership countries, in accordance with the Action Plan of the Ministry of Education and Research for the year 2022. The main objective of the project - strengthening governance, strategic planning and of management in Moldovan universities, to support the reform of the sector by increasing leadership and management capacity.



***State University „Alecu Russo“ from Balti
Tatiana Panco, Ph.D., Head
of the Quality Management
Department.***

The Leadership and Management of Higher Education Institutions program was a great opportunity for developing university leadership and management skills.

Through well-thought-out learning activities, I strengthened my openness to working with managers at all levels in higher education institutions.

The proposed theoretical support contributed considerably to increasing theoretical and practical skills

regarding the planning, allocation and most efficient use of resources within higher education.

The solved case studies, the practical applications made in the group, the exchange of professional experience generated the development of the skills and abilities of staff management, training and team strengthening by managers at any level in higher education institutions.

I am firmly convinced that the activities within the program have marked me positively and I accept and meet more confidently the changes that I tend to achieve effectively to ensure sustainability.

With high regard, I express my deep gratitude to the experts, who skillfully facilitated the course of professional training.

Maria Hămuraru, SUM. „The continuous training program „Leadership and management in higher education institutions“ contributed to the consolidation of a high-performing management team that respects and capitalizes on international standards in education and research, which represents an essential element in the sustainable development of the institution.“



The MHELM project has brought a major contribution that falls within the institutional common objectives, which meet national and international quality standards, not by standardization, but rather by sharing good practices or successful experiences, as well as by capitalizing on specific potential of each institution - partner in the project.

The general objective of the project – to strengthen governance, strategic planning and management in Moldovan

universities, to support the reform of the sector by increasing leadership and management skills and competencies was successfully achieved within the three continuing professional training groups.

The State University of Moldova is one of the 7 partners from the Republic of Moldova - participants in the project. The managers of the institution got involved responsibly in the activities of this project by participating with study visits to EU partners in order to analyze and capitalize on their good practices; the representatives of the working group actively participated in the development of the structure and training materials for the continuous trainings; contributed to the approval of the program developed by the CDSI and the University Senates; monitored the organization and conduct of the tender regarding the procurement and installation of equipment for a leadership development laboratory in office 331, Central building of SUM.

The MHELM project responds to the pressing needs for the improvement of university managerial staff, being argued by the usefulness of new approaches, knowledge in the administrative field, and the establishment of a consolidated team of managers is fundamental in the development of relevant institutional strategies through the effective capitalization of distributed knowledge and experience resources, of innovative reflections applied at the level of university management, faculties, departments, various institutional subdivisions. In addition to the leadership positions, the project participants benefited from training on the use of the equipment in the leadership development laboratory; participated in piloting the training workshop for trainers; were involved in the revision of teaching materials based on the evaluation of the pilot training workshop for academic staff, thus experiencing the positions of counseling and coordination of managerial functions, getting to know both the good practices of partners from the Republic of Moldova and European ones.

The MHELM continuous training courses made an important contribution to changing the cognitive approach perspectives of the managers of the SUM, they endure changes at the behavioral and attitudinal level, becoming more resilient

to change, open to knowing and adopting good practices implemented in national and international institutions.

Newsletter

MHELM project

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

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://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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