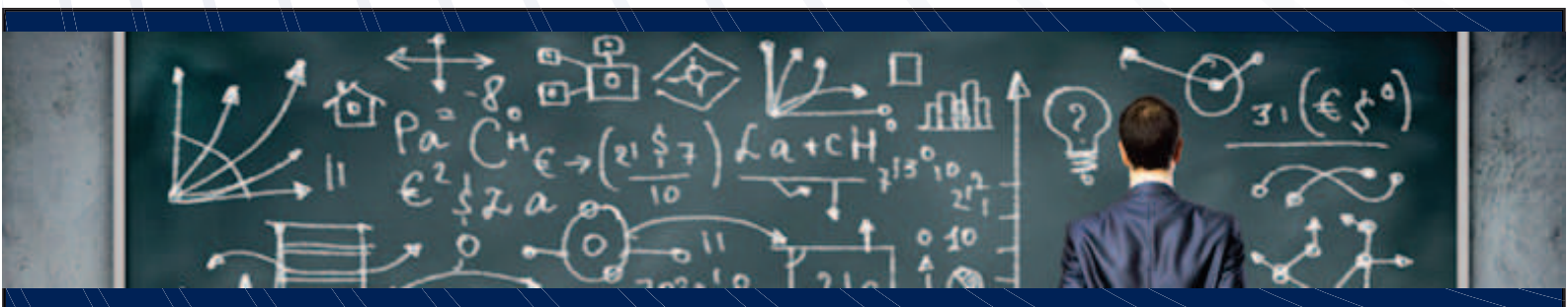


EUnIAM

Enhancing University Autonomy in Moldova (www.euniam.aau.dk)



Tempus

This project has been funded with the support of the European Union

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Ministry of Education
Republic of Moldova



Ministry of Finance
Republic of Moldova



AALBORG UNIVERSITY



ABOUT THE PROJECT

The EUniAM project is a structural measures project that seeks to contribute to the development and enrichment of education institutions and systems at the national level in the Republic of Moldova.

The EUniAM project aims at enhancing the university autonomy in the Republic of Moldova by proposing legislative changes to the higher education legal framework.

The EUniAM project is answering to main objectives of national policies of the Republic of Moldova in the field of higher education related to enhancing university autonomy, namely:

- Consolidated Strategy of Education Development for 2010-2015
- Activity Program of Moldovan Government for 2009-2013 „European Integration: Freedom, Democracy, Welfare”
- Harmonization of higher education systems of Moldova in line with principles of Bologna process.

The EUniAM project is funded with the support of the European Union under TEMPUS IV (2007-2013) programme for a period between October 15, 2012 and October 14, 2015.

The total budget of the project is €1,123,955.39, of which TEMPUS grant is €1,011,067.89 and co-financing is €112,887.50.

Aalborg University is the principal applicant and lead partner of the EUniAM project.

The EUniAM project coordinator is Dr. Romeo V. Turcan, Associate Professor of International Business and Entrepreneurship of Aalborg University in Denmark.

The national project coordinator is Prof. Larisa Bugaian, Vice-Rector of Technical University of Moldova.

The project manager and financial controller is Diana Mardare of Aalborg University in Denmark.

OBJECTIVES AND EXPECTED OUTCOMES

Specific objectives of the EUniAm project are to:

- Contribute to the work of the permanent government structures that work with the reform of the university autonomy system
- Develop skills for modernization capacity of the involved higher education institutions
- Evaluate the existing university autonomy system applied to higher education institutions of the Republic of Moldova taking in consideration the main existing constrains
- Study and adapt the relevant solutions and procedures of the university autonomy system applied in higher education institutions of EU partners
- Draft legislative proposals on university autonomy
- Disseminate the EUniAM project results and ensure the sustainability and awareness of the role of all stakeholders to assure the quality education system development in the Republic of Moldova.

The expected outcomes of the EUniAm project are to develop:

- Legislative proposal on organizational autonomy
- Legislative proposal on financial autonomy
- Legislative proposal on staffing autonomy
- Legislative proposal on academic autonomy
- Holistic, sustainable and agile university autonomy framework.

KEY SUCCESS FACTORS

Continuous commitment and fruitful collaboration between all project partners and national stakeholders during the EUniAM project and beyond.

Holistic approach to university autonomy development is taken, recognizing that each type of university autonomy is necessary, but separately – not sufficient.

Active direct participation of all key stakeholders to public hearings on projects deliverables is indispensable to the success of the project.

Stakeholders' confidence in expertise and commitment of the EUniAM project team will also contribute tremendously to the success of the project.

Endurance and agility are the two properties of the emergent university autonomy framework – properties that ought to be part of the mind-set of all project members and stakeholders involved.

Patience and hard work are virtues everyone involved in the EUniAM project cannot afford not to pursue.

UNIVERSITY AUTONOMY (RE)DEFINED

The university autonomy plays a central role in the achievement of universities' missions in the 21st century. Nowadays, university autonomy is viewed as consisting of four types:

- *organizational autonomy* pertains to setting university structures and statutes, making contracts, electing decision-making bodies and persons;
- *financial autonomy* focuses inter alia on acquiring and allocating funding, deciding on tuition fees, and accumulating surplus;
- *staffing autonomy* deals with responsibility for recruitment, salaries and promotions; and
- *academic autonomy* is about deciding on degree supply, curriculum and methods of teaching, deciding on areas, scope, aims and methods of research.

With this project we aim to expand, (re)define our understanding of the concept of university autonomy by introducing five interfaces that characterize external and internal points of interactions between modern universities and their key stakeholders. These interfaces are: I) government – university; II) university management – university staff; III) university staff – students; IV) university – businesses; and V) university – internationalization.

By cross-tabulating the types of university autonomy and university interfaces we arrive at a holistic view of institutional autonomy of universities (see Figure 1):

Figure 1. Holistic view of institutional autonomy of universities

	Organization Autonomy	Financial Autonomy	Staffing Autonomy	Academic Autonomy
Interface I Government – University	?	?	?	?
Interface II Management - Staff	?	?	?	?
Interface III Staff – Students	?	?	?	?
Interface IV University – Businesses	?	?	?	?
Interface V University – Internationalization	?	?	?	?

UNIVERSITY STAKEHOLDER INTERFACES

Government – university: state policies towards higher-education; role of central and regional governments in issuing regulations for the structure of university governance; advocacy of higher-education institutions; need and role of accreditation; models of financing research and teaching; accountability and public responsibility; implications for the university mission.

University management - university staff: Governance and management models of a modern university; power sharing in strategic and operational decision making; implications of top-down, bottom-up or flat organization; incentive and evaluation mechanisms; external vs. internal appointment and promotion policies; staff mobility; research, teaching, and contribution to community vs. university mission.

University staff – students: students' role in university governance and management, as well as in teaching and research processes; staff as teachers vs. staff as mentors; changing the mind set about the students; models of student admissions (e.g., linked to overall higher-education state policies); students' evaluation models; students' mobility; problem based learning.

University – businesses: businesses' role in university governance and management, as well as in teaching and research processes; models of knowledge transfer (e.g., financing, ownership, spin-outs, intellectual property rights) and knowledge sharing (e.g., staff exchange programs, student internships, promoting entrepreneurship); career development, and innovation; life-long learning

University – internationalization: university internationalization policies; university strategies for internationalization; staff and student mobility; in-ward and out-ward internationalization modes and models; accreditation related to the process of internationalization; compatibility of internationalization and university autonomy; internationalization and university mission.

WORK PACKAGES

The EUniAm project is broken down into eight work packages. Work packages define in details the actions necessary to be undertaken and the deadlines to adhere to by the project partners and project management in order to complete the project.

For each Work Package have been assigned a leader and a team, allowing for simultaneous actions to be undertaken on various parts of the project; these are reflected in the draft work plan of the project. Each work package specific objectives and set of activities are geared towards clear defined deliverables.

WORK PACKAGE 1. START-UP PHASE OF THE PROJECT

The objective of WP1 is to launch the EUniAM project and conduct introductory development workshops in the Republic of Moldova on the EU perspective on university autonomy. The leader of this work package is Dr. Romeo V. Turcan, Project Coordinator.

To achieve the above, the project management team is formed and together with EU partners the work plan is fine-tuned. After that, the preparatory work starts to launch the project.

The EU project partners travel to Moldova to take part in the launch of the project and at the same time to make presentations on various types of university autonomy and other related issues during a development workshop.

The following key activities are designed:

- To constitute the project management structure;
- To have preparatory mission of the EU team;
- To organize working meeting of the project management team;
- To have the kick-off meeting;
- To organize development workshops.

The following deliverables are produced:

- Project management structure;
- Fine-tuned draft action plan;
- Workshop presentation material.

WORK PACKAGE 2. EVALUATING EXISTING UNIVERSITY AUTONOMY IN MOLDOVA

The objectives of WP2 are to evaluate the current situation of the university autonomy in the Republic of Moldova and disseminate the findings. The leader of this work package is Prof. Larisa Bugaian, Moldovan Coordinator.

To achieve the above objectives, a research methodology is designed, based on the holistic view of institutional autonomy of universities (Fig. 1).

The findings and the analysis are presented in four reports, covering the four types of university autonomy, namely organizational, financial, staffing and academic autonomy. The feedback on preliminary findings and data analysis are sought locally from various key stakeholders as well as from the EU project partners and the external experts.

The final drafts are compiled together in a country university autonomy situation analysis report that is disseminated nationally via a round table.

The following key activities are designed:

- To assemble the Task Force and the Task Force Mission;
- To draft and finalize the methodology;
- To collect and analyze the data;
- To collect the feedback from the EU experts and local key stakeholders;
- To produce and disseminate four reports on university autonomy;
- To produce and disseminate a country report on university autonomy.

The following deliverables are produced:

- Research methodology;
- Four reports on organizational, financial, staffing and academic autonomy;
- Consolidated country university autonomy situation analysis report.

WORK PACKAGE 3. MATCHING EU EXPERIENCE

The objectives of WP3 are to learn in depth about the university autonomy in the EU and disseminate the findings. The leaders of the work package are the EU partners that host the Task Force and Task Force Mission teams.

The Task Force and the Task Force Mission teams travel to the EU partner universities to learn, evaluate, and reflect on the EU experience on university autonomy. Meetings and discussions with various decision makers at university level as well as at the public and/or governmental levels are organized.

It is expected each member of the Task Force writes after every visit a three-page learning reflection report (reflecting on each autonomy type).

The Task Force Mission produces four EU benchmark reports per types of university autonomy, and the EU partners provide comments and recommendations on these benchmark reports.

The final benchmark reports are translated into Romanian and presented to various stakeholders individually, as well as at a general round table for a wider public awareness.

The following key activities are designed:

- To prepare the study visits for the Task Force;
- To visit the EU partner universities;
- To prepare benchmark visit for the Task Force Mission;
- To collect and analyze benchmark data on EU university autonomy on site;
- To disseminate the benchmark reports.

The following deliverables are produced:

- Three-page learning reflections;
- Four benchmark reports;
- Consolidated benchmark report.

WORK PACKAGE 4. DRAFTING PROPOSALS ON UNIVERSITY AUTONOMY IN MOLDOVA

The objectives of WP4 are to draft legislative proposals on university autonomy in the Republic of Moldova and disseminate them. The leader of this work package is Prof. Larisa Bugaian, Moldovan Coordinator.

The Task Force and Task Force Mission teams draft legislative proposals covering all types of the university autonomy drawing on country university autonomy situation analysis and EU benchmark reports.

In the process of drafting specific legislative proposals, the Task Force and Task Force Mission teams make use of templates that are employed by the Parliament of Moldova when changes to or amending a piece of legislation are proposed.

The feedback on university autonomy legislative proposals are sought widely from the Moldovan project partners as well as from key stakeholders locally, from EU project partners as well as external experts.

A number of public hearings are organized with the participation of members of the parliament and the government and representatives from the civil society.

The following key activities are designed:

- To draft a proposal on administrative autonomy and collect feedback;
- To draft a proposal on staffing autonomy;
- To draft a proposal on academic autonomy;
- To draft a proposal on financial autonomy;
- To draft specific legislative proposal;
- To collect feedback on proposals.

The following deliverables are produced:

- Four drafts of legislative proposals per each type of autonomy;
- Consolidated package of legislative proposals based on the predefined template.

WORK PACKAGE 5. ENSURING QUALITY CONTROL

The objective of WP5 is to ensure quality control during the entire duration of the EUniAM project. The project steering committee, the executive body, external experts, as well as Moldovan and EU partners contribute to the achievement of this objective.

A consortium agreement is signed between all project partners the sole purpose of which is to set-up all aspects of internal operation and coordination necessary for the management and the implementation of the project aimed to ensure the fulfillment of the project objectives as set out in the Grant Agreement.

The quality control is ensured via internal on-going periodical monitoring and control (peer review), monitoring reporting, final internal evaluation reporting, as well as external evaluation conducted by two project experts. There is also an external audit.

The following key activities are designed:

- On-going internal periodical monitoring and control (peer review);
- On-going external evaluation by two external experts;
- Inter project coaching activities.

The following deliverables are produced:

- Monitoring reports;
- Internal evaluation reports;
- External evaluation reports;
- Audit reports.

WORK PACKAGE 6. COMMUNICATION AND DISSEMINATION OF PROJECT RESULTS

The objective of WP6 is to ensure efficient communication and dissemination of the project results. This work package is led by the Executive Body.

Internal communication tools are established, incl., project website, project intranet, and project booklet. The Moldovan project partners as well as EU project partners engage in communicating the updates on the project to the media.

A modern, teleconference room is established to facilitate the project communication.

A two day international conference on university autonomy is organized. The proceedings from the conference contribute to the process of drafting legislative proposals on university autonomy.

The following key activities are designed:

- To develop internal communication tools;
- To develop project website (and project intranet);
- To develop project booklet;
- To produce newspaper articles;
- To organize press conferences and briefings;
- To issue press releases;
- To produce public hearing materials;
- To produce executive summaries;
- To organize dissemination activities at the partner universities;
- To organize an international conference.

The following deliverables are produced:

- Project intranet;
- Project website;
- Kick-off meeting press-release;
- Project booklet;
- Teleconference room;
- Mass-media articles;
- Public hearing material;
- Executive summaries;
- Press-conferences;
- Conference proceedings.

WORK PACKAGE 7. EXPLOITATION AND SUSTAINABILITY ACTIONS

The objective of WP7 is to ensure each project deliverable is efficiently conveyed to respective target audience. The leader of this work package is Prof. Larisa Bugaian, Moldovan Coordinator.

A number of means are employed for this purpose, such as workshops, round tables, and public hearings.

At the same time, permanent support structures are developed to promote and implement the changes, such as Task Force and Task Force Mission teams attached to the Council of Rectors.

The following key activities are designed:

- To organize roundtables at partner universities concluding WP2 activities;
- To organize joint roundtable concluding WP2 activities;
- To organize roundtables at the partner universities concluding WP3 activities;
- To organize roundtables at the partner universities concluding WP4 activities;
- To organize public hearing on the legislative proposals concluding WP4 activities;
- To participate in meetings and public hearings organized by Task Force and parliamentary committees;
- To engage in activities ensuring sustainability of the strategy.

The following deliverables are produced:

- Consultation on assessment results at local level;
- Consultation on country report at national level;
- Consultation on benchmarking at the local level;
- Consultation on legislative proposals at local level;
- Consultation on legislative proposals at national level;
- Contribution to agenda of Task Force and parliamentary committees;
- Permanent support structures for implementation of the changes (consortium agreement);
- Financial and organizational framework for further improvement and experience exchange (consortium agreement).

WORK PACKAGE 8. MANAGING THE PROJECT

The objective of WP8 is to ensure proper management of the project. The Project Coordinator has general management and coordination responsibilities of the project, as well as financial management responsibilities. The Moldovan Coordinator is responsible for managing and coordinating the project nationally. Project coordination meetings are organized once per year.

The following key activities are designed:

- To conduct project coordination meetings;
- To conduct project concluding meeting.

The following deliverables are produced:

- Progress reports;
- Final reports.

EUniAM TASK FORCE

ORGANIZATIONAL AUTONOMY TEAM

- Revenco Mihail, Vice Rector, USM (team leader);
- Vasile Vrancean, Prime Vice Rector, UASM;
- Amariei Valentin, Vice Rector, UTM;
- Niculita Angela, Vice Rector, USM;
- Cornea Sergiu, Vice Rector, USCH;
- Pritcan Valentina, Vice Rector, USB;
- Putuntean Nina, lecturer, UASM;

ACADEMIC AUTONOMY TEAM

- Todos Petru, Prime Vice Rector, UTM (team leader);
- Zacon Eugeniu, Vice Rector, UASM;
- Solcan Angela, Decan, ASEM;
- Balanici Alexandru, Prime Vice Rector, USB;
- Chiciuc Andrei, Head of Quality Department., UTM;
- Saptefrati Lilian, Head of Teaching Board, USMF;
- Guvir Stela, Quality Management, UTM.

STAFF AUTONOMY TEAM

- Cernetchi Olga, Vice Rector, USMF (team leader);
- Sadovei Nicolai, Vice Rector, USM;
- Mogoreanu Nicolai, Head of HR Department, UTM;
- Novac Tatiana, Head of Law and HR Department, USMF;
- Teaca Aliona, Head of HR Department , ASEM;
- Sava Turita, Head of HR Department, UASM;
- Babara Elena, International Relations, USMF.

FINANCIAL AUTONOMY TEAM

- Cotelnic Ala, Prime Vice Rector, ASEM (team leader);
- Chistruga Natalia, Head of Economic and Financial Planning division, UTM;
- Gutu Nadejda, Chief of Planning Department, ASEM;

- Lupasco Svetlana, Head of the Economy Division, USMF;
- Plamadeala Emilia, Chief Accountant, UASM;
- Bajurea Svetlana, Head of the Department of Management and Finance, USM;
- Gaugas Tatiana, lecturer in marketing and logistics, ASEM.

QUALITY AUDITORS

Summative evaluation of the EUniAM project will be conducted by two external experts and will focus on the comparison between the actual overall impact of the project at the national level and the objectives stipulated in the Grant Agreement. These experts are:

- John Reilly, Professor, Higher Education Consultant, University of Kent, UK
- Mihail Popescu, Professor, Vice-Rector Quality, Politechnical University of Bucharest, Romania

PROJECT MANAGEMENT

EXECUTIVE BODY

- Romeo V. Turcan, Associate Professor, AAU, Denmark (Project Coordinator);
- Diana Mardare, AAU, Denmark;
- Larisa Bugaian, Professor, Vice Rector, UTM, Moldova (Moldovan Coordinator).

STEERING COMMITTEE

- Olav Sorensen, Professor, AAU, Denmark (Chairman);
- Nadejda Velisco, Head of Higher Education Department, Ministry of Education, Moldova;
- Ala Cotelnic, Professor, Vice Rector, ASEM, Moldova;
- Birute Mikulskiene, Professor, MRUNI, Lithuania;
- Victor Kordas, KTH, Sweden.

ANNUAL GENERAL MEETING

All co-beneficiaries of the EUniAM project.

MOLDOVAN PARTNERS



- Technical University of Moldova, www.utm.md
- State University of Moldova, www.usm.md
- State University of Medicine and Pharmacy “Nicolae Testemitanu”, www.usmf.md
- State Agrarian University of Moldova, www.uasm.md
- Academy of Economic Sciences of Moldova, www.ase.md
- State University of Balti «Alecu Russo», www.usb.md
- State University of Cahul «Bogdan Petriceicu Hasdeu», www.usch.md
- State University of Comrat, www.kdu.md
- National Council of Rectors of Republic of Moldova
- Ministry of Education of Republic of Moldova, www.edu.md
- Ministry of Finance of Republic of Moldova, www.mf.gov.md
- Education and Science Trade Union, www.estu.md
- National Council of Student Organizations of Moldova, www.crunt.utm.md
- Chamber of Industry and Commerce of Republic of Moldova www.chamber.md

EU PARTNERS

- Aalborg University (www.aau.dk, grand-holder)



- Mykolas Romeris University (www.mruni.eu)



- Royal Institute of Technology (www.kth.se)

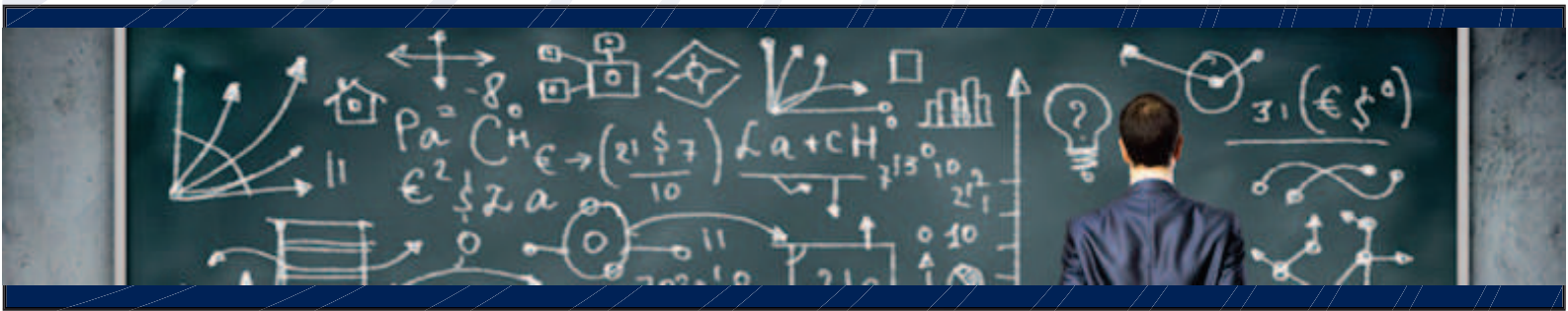


- University of Gloucestershire (www.glos.ac.uk)



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