**MHELM Staff Training**

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|  | **Tuesday 17th November 2020** | **Wednesday 18th November 2020** | **Thursday 19th November 2020** | **Friday 20th November 2020** | **Thursday 26th November 2020** |
| Session 110:00 – 13:00MD09:00-12:00CET | **Introduction****Welcome / Structure of the staff training** * Aims and objectives of the training week
* Structure of the week
* Nature and expectations of participant involvement – getting ready to deliver MHELM

**Introduction to the programme** * Objectives
* Structure
* Pedagogy
* Impact

*Facilitated by Larisa Bugaian (TUM)**Coffee Break* **Higher Education Leadership and Management Qualities and Skills framework*** Background
* Content
* Influence on the development of the MHELM programme
* Use of the framework in the MHELM programme

*Facilitated by David Dawson (UoG)* | **The Immunity to Change Methodology****Introduction to the Immunity to Change Methodology*** Background to the methodology ICM
* Assumptions revealing and addressing barriers to change
* Applications of ICM

**The Immunity to Change Methodology*** Identifying objectives
* Revealing behaviours
* Imaging alternatives
* Addressing conflicting commitments and basic assumptions

*Facilitated by David Dawson (UoG)**Coffee Break***Applying ICM in MHELM*** Use with candidates
* Use with stakeholders
* Use across modules 1 - 4

*Facilitated by David Dawson (UoG)* | **Implementing Group Projects for National Impact****Introduction to Group Projects*** The aim of the projects
* Project significance and scope
* The structure of projects
* Project outcomes

**Managing Group Projects*** Sourcing of projects
* Allocating candidates to projects
* Generating communities of practice
* Maintaining momentum

*Facilitated by David Dawson (UoG)**Coffee Break***Ensuring Impact of Projects*** Presenting of recommendations
* Creating action
* Reflecting and learning from mistakes

*Facilitated by David Dawson (UoG)* | **Coaching Methods for the Development of Leaders****Introduction to Coaching*** Structures and implementation of coaching in MHELM
* Types of coaching
	+ Collegial coaching
	+ Tandem coaching
	+ Decoding discipline

*Facilitated by Alice Buzdugan (ISOB)**Coffee Break***Doing Coaching*** Having coaching conversations
	+ Who is the conversation with? Sourcing coaches
	+ Different structures for conversations. Scheduling conversations
* Practice coaching conversations

**Assessing Coaching Outcomes*** Recording learning from coaching
* Presenting learning from coaching

*Facilitated by Alice Buzdugan (ISOB)* | **Assessment with Impact****Assessment principles for MHELM.*** Work based assessment
* Assessing principles and (in) practice
* Creating improvement for the individual, universities, and the HE sector

**The Role of Individual Assessments*** Assessing personal leadership development
* Focused on the fostering to ability to create positive change
* The range of individual assessments (Management papers, Policy papers, Reflective portfolios)

*Facilitated by Liliana Rogozea (UTBv)**Coffee Break***The Role of Group Assessment*** Assessing group impacts
* Focused on the ability to create change for the sector
* The range of group assessments (Project proposals, Presentations to sector leaders, Action learning sets)

*Facilitated by Liliana Rogozea (UTBv)* |
|  | Lunch Break | Lunch Break | Lunch Break | Lunch Break | Lunch Break |
| Session 214:00 – 17:00MD13:00-16:00CET | **Module 1 – Leadership and Management in Higher Education*** Introduction to the purpose and objectives

(pre-recorded video)* Intended impact of the module on participants, institutions, and the HE sector and how these will be ensured

(pre-recorded video)* Introduction to key content
* Key teaching methods to be used (including exercise for training participants)

*Facilitated by USM Angela Niculita* | **Module 2 – Staff Management and Organisational culture*** Introduction to the purpose and objectives
* Intended impact of the module on participants, institutions, and the HE sector and how these will be ensured
* Introduction to key content
* Key teaching methods to be used (including exercise for training participants)

*Facilitated by TUM Daniela Pojar*  | **Module 3 – Management of Resources in Higher Education Institutions*** Introduction to the purpose and objectives
* Intended impact of the module on participants, institutions, and the HE sector and how these will be ensured
* Introduction to key content
* Key teaching methods to be used (including exercise for training participants)

*Facilitated by TUM Larisa Bugaian* | **Module 4 – Change Management and Organizational Development of Higher Education Institutions*** Introduction to the purpose and objectives
* Intended impact of the module on participants, institutions, and the HE sector and how these will be ensured
* Introduction to key content
* Key teaching methods to be used (including exercise for training participants)

*Facilitated by ASEM Ala Cotelnic* | **Introduction to the Module Assessments**Module leads introduce the assessments and how to run them. * Module 1 – Leadership and Management in Higher Education
* Module 2 – Staff Management and Organisational culture
* Module 3 – Management of Resources in Higher Education Institutions
* Module 4 – Change Management and Organizational Development of Higher Education Institutions
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