**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 1  10:00 – 13:00  MD  09:00-12:00  CET | **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 2  14:00 – 17:00  MD  13:00-16:00  CET | **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 |