



**MASTER IN HIGHER EDUCATION MANAGEMENT:
DEVELOPING LEADERS
FOR MANAGING EDUCATIONAL TRANSFORMATION**

Armenia & Georgia

ACHIEVEMENTS

A blue line graphic resembling an EKG or heartbeat line, starting from the left and ending with a solid blue circle on the right.

2012/2016



Co-funded by the
Tempus Programme
of the European Union



“Be the change you want to see in the world”



MAHATMA

Master in Higher Education Management: developing Leaders for Managing Educational Transformation
is a multi-country joint project under the EACEA N° 25/2011, 5th call and Curricular Reform action.

[530311-TEMPUS-1-2012-1-AM-TEMPUS-JPCR]

Aim

To promote transformation of higher education management in Armenia and Georgia through introduction of a new Master's programme/professional development courses in higher education management.

Objectives

- To develop a Master's programme/PDC in Higher Education Management
- To introduce a learning outcome approach to teaching, learning and student assessment methods
- To enhance the institutional capacity to implement the new Master's programme/PDCs (teaching and learning and management of the programme)
- To promote a change dialogue between the education stakeholders thorough establishment of a Professional Association of Educationalists leading to system transformation



Why did we need MAHATMA?

To introduce
new approaches and technologies
to Higher Education policymaking,
governance, management,
quality assurance

To promote dialogue
between the stakeholders
of the field from Armenia and Georgia

M ual Trust
A mbitions
H ard Work
A spiration
T eamwork
M utual Cooperation
A nd faith...



It is not a problem, it is a challenge!!!

Who is MAHATMA?

Armenia



- Armenian State Pedagogical University
- Armenian State University of Economics
- State pedagogical institute of Vanadzor named after H. Toumanyan
- Goris State University
- ANQA National Centre of Professional Education Quality Assurance
- Republic of Armenia Ministry of Education and Science



Who is MAHATMA?

Georgia

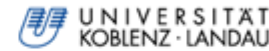


- Ilia State University International
- International Black Sea University
- Shota Rustaveli State University
- Akaki Tsereteli State University
- NCEQE National Centre for Education Quality Enhancement
- Ministry of Education and Science in Georgia



Who is MAHATMA?

European Union



- Bath Spa University (United Kingdom)
- Middlesex University (United Kingdom)
- CESIE (Italy)
- Masarykova Univerzita (Czech Republic)
- Universität Koblenz-Landau (Germany)
- Centre International d'Etudes Pedagogiques de Sevres (France)



MILESTONES 2012/2016



CAPACITY BUILDING



Master's Degree Programmes
EDUCATION MANAGEMENT



STUDENT EXCHANGES



Master's Degree Programmes
DELIVERY



Quality Assurance
Programme Reviews



www.intae.org

INTERNATIONAL ASSOCIATION FOR EDUCATION



www.ojs.intae.org

INTERNATIONAL JOURNAL FOR QUALITY IN EDUCATION



PROJECT MANAGEMENT



www.mahatma.am

DISSEMINATION MANAGEMENT

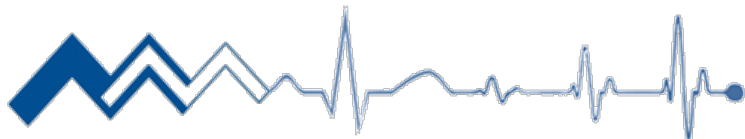


EVENTS



2012 December - ASPU, YEREVAN

The **kick-off meeting** was organised to launch the project with the aim to introduce the major goals and activities to all partners of the consortium as well as to address the overall management issues, both financial and technical aspects.





CAPACITY BUILDING

ACHIEVEMENTS





This training course intended to build on the capacity on innovative teaching and learning methods, student assessment methods, research methods and effective class management.

After the intensive training sessions the staff embarked (together with the EU experts) on the development of the strategic and operational plans for the new academic programme in developing leaders for managing educational transformation.





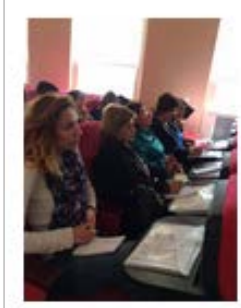
The intensive training for Administrative staff members from the Chair responsible for the AC/PDC management from each PC institution aimed at raising awareness on new style of leadership including restructuring and re-aligning the management processes based on participative and innovative knowledge sharing approaches.





The three-day training sessions on contemporary methods of teaching proved to be productive as through interactive sessions the participants could share the best practices pursued at individual institutions to support the improvement of academic processes.





This fourth and the last training event aimed at supporting the last revision of the new MA programmes after the site-visit recommendations provided by the Quality Assurance Agencies of Armenia and Georgia, before undergoing final accreditation, and lastly to identify and promote sustainability strategies and actions.





4 training events | 5 hosting countries | 2 Training Kits

174 INTERNATIONALLY retrained educational professionals

160 LOCALLY retrained educational professionals

334 TOTAL staff members in both Partner Countries





Master's Degree Programmes

EDUCATION MANAGEMENT

ACHIEVEMENTS





- **Learning outcomes** developed for the Higher Education management curriculum of the new Master's programme/Professional Development Courses
- **8 newly developed and revised Academic Programmes in Higher Education Management** (Learning outcomes, Curricula, Syllabi and Strategic and Operational Plans)
- **Licensed and approved academic programmes** at 8 Armenian and Georgian Higher Education Institutions
- **Guide book on Programme Development and Implementation**





Master's Degree Programmes

DELIVERY & STUDENT EXCHANGES

ACHIEVEMENTS



Middlesex
University



- Enrolled Armenian and Georgian **Masters' Programme STUDENTS**
- **Student induction/orientation** and relevant package
- **International Student exchange** (2 of the best students spent two weeks at EU partner institutions, while 5 other students were selected for mobility opportunity from/to Georgia and Armenia)
- **Internships** at target institutions and **individual projects for MA thesis**
- **Master's Thesis defences**



Enrolment at Armenian and Georgian HEIs December 2013



Student induction mainly focused on:

Role of feedback | Coordination activities | Team building
Time management activities | Leadership activities



STUDENT EXCHANGES

Total 42 MA students could benefit from mobility Learning Experiences



26 students on regional mobility
ARMENIA < > GEORGIA

16 students on international mobility
ARMENIA | GEORGIA > European Union



Quality Assurance Programme Reviews

ACHIEVEMENTS

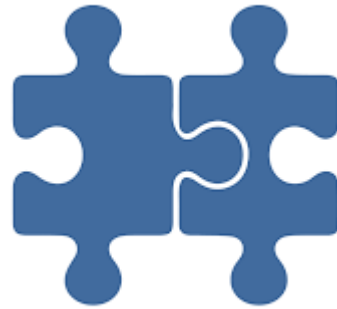




**Self-evaluation reports | Experts panels | Desk Reviews
Site-visits | Monitoring reports**

In 2015, the external review of the MAHATMA study programmes has been undertaken. The partner HEIs applied to the Armenian and Georgian quality assurance Agencies for the start of the external review processes and conducted self-assessment based on the Armenian and Georgian QA criteria and standards.

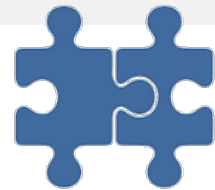




www.intae.org

INTERNATIONAL ASSOCIATION FOR EDUCATION

ACHIEVEMENTS 



Objectives

The “International Association for Education” (IntAE) is a non-governmental Organisation of scientific-educational mission and of non-lucrative purposes, established and registered in Armenia willing to attract educationalists all over Armenia, Georgia and the European Union.

Vision

To become a trustworthy, influential and professional organisation among the educationalists in the region through establishing a professional network to enhance and promote research and development in tertiary education.





INTERNATIONAL ASSOCIATION FOR EDUCATION

1st IntAE CONFERENCE, May 2016





www.ojs.intae.org

INTERNATIONAL JOURNAL FOR QUALITY IN EDUCATION

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The International Journal for Quality in Education (IJQE) is the first internationally peer-reviewed online journal on Quality for Education in the Caucasus region.

The journal enables the educationalist to raise the most important questions through submitting papers and articles on the topics like:

- Quality in Education
- Management and Leadership Issues in Education
- Use of Technology
- Internationalisation
- Ethics and Culture
- And more...





MAHATMA

PROJECT MANAGEMENT

ACHIEVEMENTS





Setting up Project Governing Board | Governing Board sessions
Establishment of the project executive committee | Inter project coaching
Local Coordination meetings for each work package implementation
Financial and technical management of the project
Operational management of the project





www.mahatma.am

DISSEMINATION MANAGEMENT

ACHIEVEMENTS





www.intae.org

www.mahatma.am

www.ojs.intae.org

Official websites

Local media | Newsletters | Brochures | Knowledge Publications | In-house trainings

Dissemination reports



CONTACT US



Newsletters and Information leaflets



MAHATMA: MASTER IN HIGHER EDUCATION MANAGEMENT: DEVELOPING LEADERS FOR MANAGING EDUCATIONAL TRANSFORMATION

2012-2015

Project Number: 530311-TEMPUS-1-2012-1-AM-TEMPUS-JPCR

I suppose leadership at one time meant muscles, but today it means going along with people.

Mahatma Ghandi

MAHATMA project is a three-year multi-country joint project with the aim to promote transformation of higher education management in Armenia and Georgia under the EACEA N° 25/2011, call and Curricular Reform action.



SUMMARY 2015



MAHATMA looks back on its third year activities. It was again a very productive and collaborative year. The activities were carried out with the support of all consortium partners. It was agreed the project extended to one year to accomplish all objectives and more in this new

MAHATMA OVERVIEW OF 2015

The successful implementation of MAHATMA project continued in 2015 starting with the organization of the Governing Board meeting and faculty staff training in Germany. Later the plan for the pilot accreditation and the review of the developed/revised programs/courses was approved and successfully conducted by the Armenian and Georgian Quality Assurance Agencies (ANQA and NCEQE). Simultaneously, the consortium started working on the development of the regulatory framework (regulatory framework) for the establishment and implementation of Professional Association of

Educationality (PAE). Drawing on the minutes and discussions during the Governing Board meeting a joint decision was made to send a request for the extension of the project. Meanwhile the justification and updated workplan were being developed, the AM and GE HEIs submitted their self-assessment reports and expert panels conducted site visit to the institution by the mid of Summer 2015. After the site visits the draft reports were prepared by the panels and presented to the HEIs for the comments. During the autumn period the request for the extension was approved by EACEA and the official letter was sent on 15th of 2015.

Based on the recommendations reports the universities were to prepare a follow up plan and to the agencies and managers. Together with all the activities management team scheduled for the further activities and purpose of discussing all the and possible meetings, as we disseminate the project achievements among the stakeholders a joint planned for January 2016. The project will also enable to start the PAE.

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Faculty training and Governing Board meeting – page 3
Project extension – page 3
Further activities – page 3



www.mahatma.am



issue 3, July 2016

FINAL YEAR 2016

Is it the end or a new beginning?

A big dissemination event will be at the closure of the project in September 2016



MAHATMA will summarize its activities and achievements in the final closing conference held in Yerevan in September.

Before the closure of the project several major activities were implemented by the consortium mainly focusing

on the follow up plans of the academic programs and establishment and operationalization of the International Association for Education. Both are succeeded and will be reported during the events.

ISSUE N3, JANUARY-JULY 2016

New activities



Another capacity building event is organized and held in Georgia and Armenia. AM and GE HEIs involved more stakeholders and staff.



International Association for Education is established. It will publish its peer-reviewed - IQE. First issue will be available soon.



Coordination meeting and a dissemination forum are held in Armenia. Education management discussions are in the focus of stakeholders.



The first dissemination conference was hosted by ISU, Georgia invited all stakeholders to the presentation of MAHATMA achievements.



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FINAL CONFERENCE: we are organizing a big event

MAHATMA, being one of the first TEMPUS projects coordinated by Armenia (ASPU) is in its final stage and will have the final conference on 30th of September in the premises of ASPU. Consortium partners from Armenia, Georgia and Europe (Germany, Italy, France, UK and Czech Republic) will attend the conference bringing in the experience gained during the implementation of the project. Main focus for the conference will be on the curricula

development, relevance of the APs and student mobility. Moreover, IntAE benefits and how to become a member of the new association will be presented. Stakeholders of the field from all over Armenia will also be invited to the event.

You can contact us for further info via mail: mahatma.final@gmail.com



DISSEMINATION, KNOWLEDGE PRODUCTIONS – TRAINING KITS



Administrative Development Training

from 22nd to 26th of July, 2013, in Palermo, Italy

TRAINING KIT – SHORT VERSION

December 2013

English/ Georgian/ Armenian

With support of the Tempus Programme
of the European Union



Academic Development Training

from 29th of April to 3th of May, 2013, in Sèvres, France

TRAINING KIT – SHORT VERSION

December 2013

English/ Georgian/ Armenian

With support of the Tempus Programme
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2012/2016



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PROGRAMME DEVELOPMENT AND
IMPLEMENTATION

HIGHER EDUCATION MANAGEMENT GRADUATE DEGREE

ARMENIA & GEORGIA

GUIDE

2016



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EVENTS

Governing Board meetings | Coordination meetings

Training events | Induction Workshops

Conferences | Monitoring visits

ACHIEVEMENTS



**2012**

Kick-off meeting
11-12 December 2012

2013

Coordination meeting
09-10 December 2013

Induction for AM students
11 December 2013

Meeting in Armenia
25 January 2013

2nd meeting in Armenia
22 February 2013

Teaching staff training: Day 1
29 April 2013

1st Monitoring in Georgia
12 July 2013

Administrative staff training
22-26 July 2013

2014

Coordination meeting in Tbilisi
10-11 July 2014

2015

Site-visits
May-June 2015

Training for the faculty members
24-28 February 2015

2016

CM&Dissemination2016
19-22 January 2016

CBE in GEORGIA AND ARMENIA
16-19 March 2016

Workshop on InTAE, Brno
04-05 April 2016

1st IntAE and Dissemination Conference
03-04 May 2016

FINAL GB MEETING
04-05 July 2016





ASPU

ARMENIAN STATE TEACHERS' TRAINING UNIVERSITY
NAMED AFTER KHACHATUR ABOVYAN

This project has been funded
with support from the
European Commission

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the views only of the author,
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ACHIEVEMENTS



OUTCOMES and OUTPUTS

Staff trainings	Surveys and analyses
AP developments	Monitoring reports
Student mobilities	Evaluation reports
Externally reviewed programmes	Plans and minutes
Establishment of the IntAE	Events
Publication of IJQE 1st issue	Dissemination materials



**It is not the end...
It is a new beginning!!!**



MASTER IN HIGHER EDUCATION MANAGEMENT
DEVELOPING LEADERS FOR MANAGING EDUCATIONAL TRANSFORMATION



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The MAHATMA consortium would like to extend its gratitude
to all project partners and relevant stakeholders
for the contribution and invaluable input
in achieving the project objectives.

For the detailed and further information please contact the management team
at mahatma.mgmt@gmail.com or visit our official web-page: www.mahatma.am



Co-funded by the
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QR - CODE



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