



**“Fostering Sustainable and  
Autonomous Higher Education Systems  
in the Eastern Neighbouring Area”**

**Achievements, Challenges, And  
Open Issues at System Level**



**Tempus**

17 November 2016, Dr Tetiana Trubchaninova,  
TSNUK, Ukraine

## Project Title, Timeline

*Fostering Sustainable and Autonomous Higher Education Systems in the Eastern Neighboring Area*  
**530465-TEMPUS-1-2012-1-BE-TEMPUS-SMGR**

*Сприяння життєздатним та автономним системам вищої освіти у сусідніх зі сходу регіонах*

*Project duration:* 15 October 2012 - 14 October 2015  
(36 months)



## Coordinator and Partnership

*Grant holder:*

European University Association, Belgium

### Partnership:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• University of Coimbra, Portugal</li> <li>• Polytechnic Institute of Coimbra, Portugal</li> <li>• University of Helsinki, Finland</li> <li>• Haaga-Helia University of Applied Science, Finland</li> <li>• University of Amsterdam, the Netherlands</li> <li>• Academy of Economic Studies of Moldova</li> <li>• Free International University of Moldova</li> <li>• Cahul state university "B. P. Hasdeu"</li> <li>• National Rectors' Council of Moldova</li> <li>• Ministry of Education of the Republic of Moldova</li> </ul> | <ul style="list-style-type: none"> <li>• Yerevan State University</li> <li>• Gavar State University</li> <li>• State Engineering University of Armenia</li> <li>• State Universities Rectors Council of Armenia</li> <li>• Republic of Armenia Ministry of Education and Science</li> <li>• Taras Shevchenko National University of Kyiv</li> <li>• Donetsk National University</li> <li>• Odessa I.I. Mechnikov national university</li> <li>• Lesya Ukrainka Volyn National University Ukraine</li> <li>• National Rectors` Council of Ukraine</li> <li>• Ministry of Education, Youth and Sport of Ukraine</li> </ul> |
|---|--|



# UKRAINIAN PARTNERS

- Taras Shevchenko National University of Kyiv
- Donetsk National University
- Odessa I.I. Mechnikov National University
- Lesya Ukrainka Eastern European National University
- National Rectors` Council of Ukraine
- Ministry of Education and Science of Ukraine



# RELEVANT CLUSTER

## 1.5 University Governance in context of Autonomy

- ❑ Strategic frameworks and implementation plans for structural reform at national level for enhance Institutional and Financial Autonomy and Accountability of HEIs.
- ❑ Country-specific policy roadmaps, institutional toolkits and learning resources providing concrete guidelines and practical support.



Method/Tools	Added value/ Achievements
<b>Autonomy scorecard</b>	Analytical framework for structured dialogue + comparison
<b>Data collection &amp; validation</b>	Current view from directly involved stakeholders (sector + Ministry)
<b>Written analysis</b>	Clarification of state of play for all actors
<b>Country Workshops</b>	Initiate discussions at national level, share good practice
<b>Policy roadmaps</b>	Actors agree on priorities, timeframe, actions
<b>Bilateral meetings</b>	Ownership of the process: national taskforce reports to EUA
<b>Training seminars</b>	Transfer good practice, support skill development to foster implementation
<b>Thematic toolkits</b>	Expand and support skill development in the long term, practical advice
<b>Benchmarking Forum</b>	Share learnings and experiences
<b>Sustainability</b>	Report on progress beyond the project, events



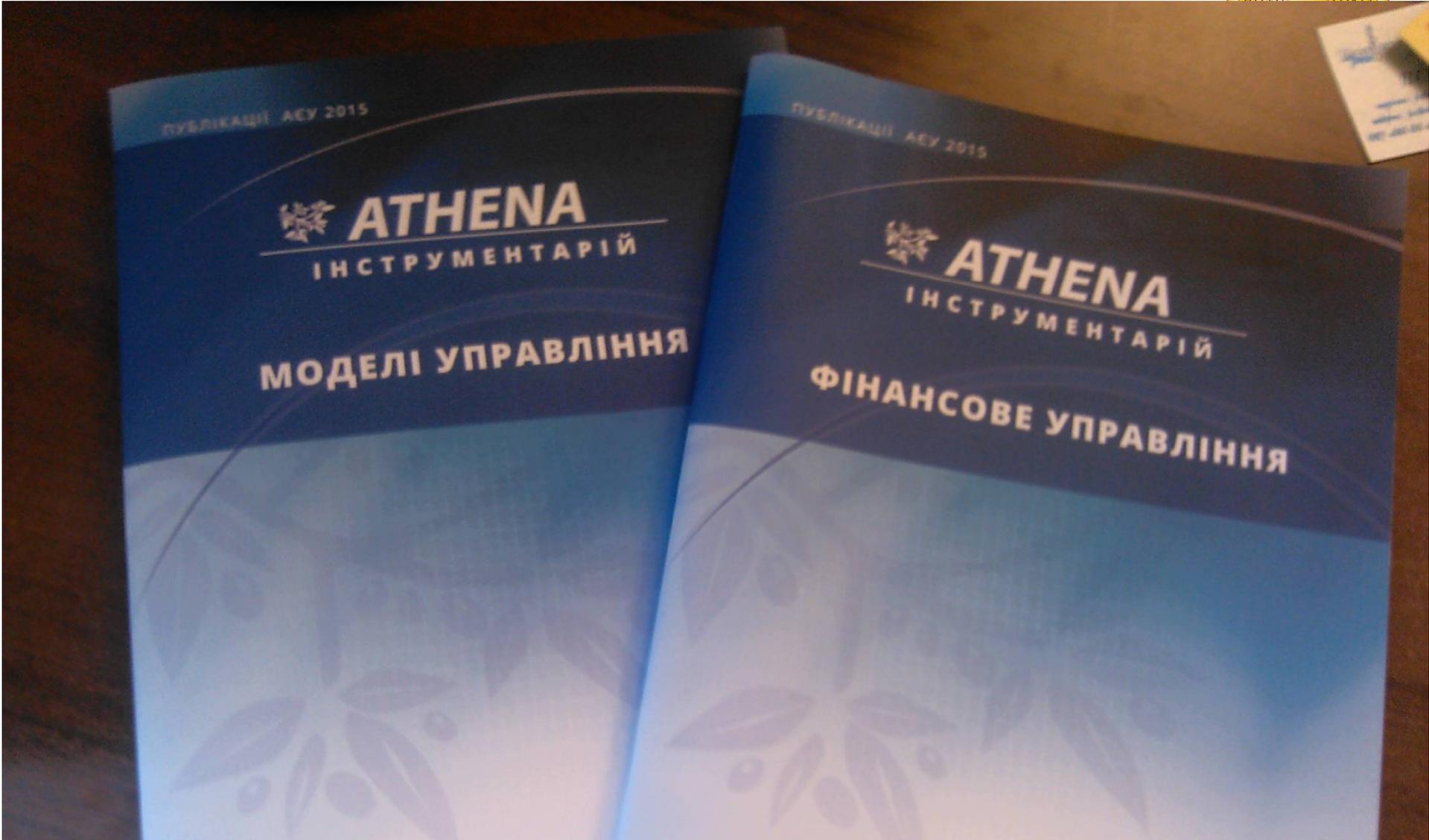
# Achievements

- Dialogue between universities and ministries
- Legal changes following recommendations
- Adaptation of implementation of reforms
- Strategic dialogue and development within institutions
- Development of financial expertise
- Change in governance within institutions
- Network and connections to European universities, ministries and experts
- Detailed and tailor-made material to use beyond project





# PUBLICATIONS & TRANSLATIONS



## ACHIEVEMENTS

- 4 autonomy dimensions identified (organizational, financial, staffing, academic) became a very good **STARTING POINT** to better understanding of what institutional autonomy is all about. It facilitated a wider inclusion to the ATHENA project activities
- Change in perceptions, management cultures and practices in the HE sector of the PCs
- The awareness of the need for new skills of university management staff and leadership



## CHALLENGES

**INCLUSION of the key players and stakeholders should and could have been better**

- lack of overall incentives to HE reform and autonomy issues;
- poor language skills at management level;



## Capacity building for:

- ❖ Income diversification
- ❖ Financial management
- ❖ University administration
- ❖ HEI units management
- ❖ Staff management



## LINKS

<http://www.athena-tempus.eu/>

<http://eenu.edu.ua/en/tempus-programme>

<http://umz.univ.kiev.ua/index.php/en/projects/tempus.html>

<http://onu.edu.ua/ru/international/academic-projects>

<http://www.donnu.edu.ua/en-us/Centre%20of%20International%20Educational%20Projects/News%20and%20Events/Pages/Seminar-and-final-monitoring-by-the-project-ATHENA.aspx>

<http://www.donnu.edu.ua/en-us/Centre%20of%20International%20Educational%20Projects/Project%20Activity/Pages/Projects-2012-2015.aspx>



**YOUR ATTENTION TO THE  
ATHENA PROJECT AND  
THIS PRESENTATION ARE  
MUCH APPRECIATED**

