INsPIRE

Innovative Governance Practices
in the Higher Education Institutions

DOCUMENT TITLE:

Online Training Platform

Authors

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About INsPIRE

The overarching goal of INsPIRE is to support, through the cooperation of European institutions, the rebuilding, modernization, and internationalization of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems. Due to the recent crisis and political economic situation, the current higher education system requires a strong intervention to face the weakness of the existing governance system. To institutionalize good governance practices in Iraqi HEIs, which also means enforcing institutional values such as autonomy, accountability, participation, and internationalization, as well as implementing well-structured management systems, will contribute to the development of Iraqi HIEs helping them to meet the international standards.

The aim of the project is to support HEIs in Iraq in order to make them capable of establishing a modern governance framework through the adoption of innovative practices. The **specific objectives** of INsPIRE are the following:

- Enhancing good governance, management and accountability practices in the HEIs
- Establishing a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans
- Strengthening the international relations management within the HEIs
- Improving participation in strategic planning and development activities for non-university actors and non-state actors

More at
www.projectinspire.eu

Project Partners

- University of Siena, Italy (coordinator)
- Bologna University, Italy
- Evora University, Portugal
- Aydin Istanbul University, Turkey
- UNIMED- Mediterranean Universities Union, Italy
- University of Mosul
- University of Baghdad
- University of Basrah
- Al-Furat Al-Awsat Technical University
- University of Sumer
- Al-Qasim Green University
- University of Basrah Oil and Gas
- Al Karkh University for Science
- Southern Technical University
- Wasit University
- Ministry of Higher Education and Scientific Research in Iraq

Document Information

Project Title	Innovative Governance Practices in the Higher Education Institutions in Iraq
Project n.	598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP
Deliverable	D2.1 Online Training Platform
Work package	WP2 Training and capacity building activities for internal staff in quality assurance and strategic planning
Date of Delivery	February 2022
Confidentiality Status	Public
Author (Partner Institution)	University of Evora
Responsible Author(s)	Paulo Resende da Silva
Abstract (for dissemination)	The document reports on the online training platform developed to deliver the online training to Iraqi staff members in the framework of the overall Capacity Building activity of WP2.

Co-funded by the Erasmus+ Programme of the European Union

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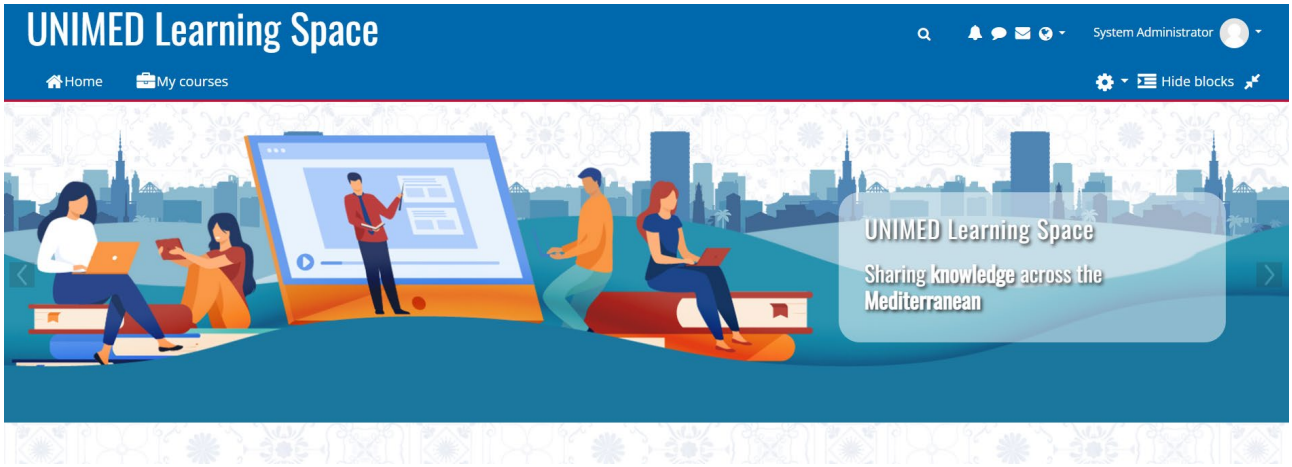
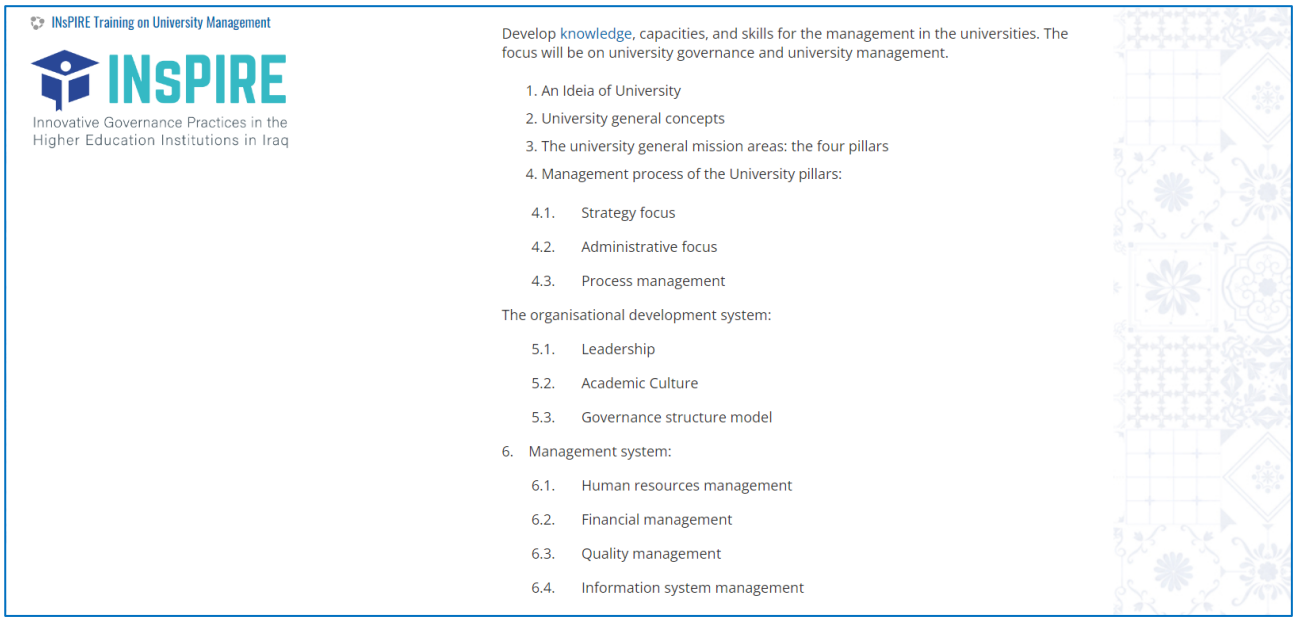
Online Training Platform

The Capacity Building action of INsPIRE included a virtual training on Moodle, with synchronous and asynchronous sessions for a total of 45 hours of training, performed between December 15h and January 21st. The online training was hosted in the online training platform of UNIMED available here:

https://learn.uni-med.net/



The course for INSPIRE was titled: Virtual Training on University Management.



Training on University Management

The aim of the virtual training was to develop knowledge, capacities, and skills for the management in the universities. The focus will be on university governance and university management.

The training was directed to:

- middle management (service directors and other administrative staff, rectorate staff, positions in the general management of the university)
- administrative staff at Faculty level
- leaders of special areas.

Main areas of training were:

- An Idea of University
- University general concepts
- The university general mission areas: the four pillars
- Management process of the University pillars:
- Strategy focus
- Administrative focus
- Process management
- The organisation development system:
- Leadership
- Academic Culture
- Governance structure model
- Management system:
- Human resources management
- Financial management
- Quality management
- Information system management

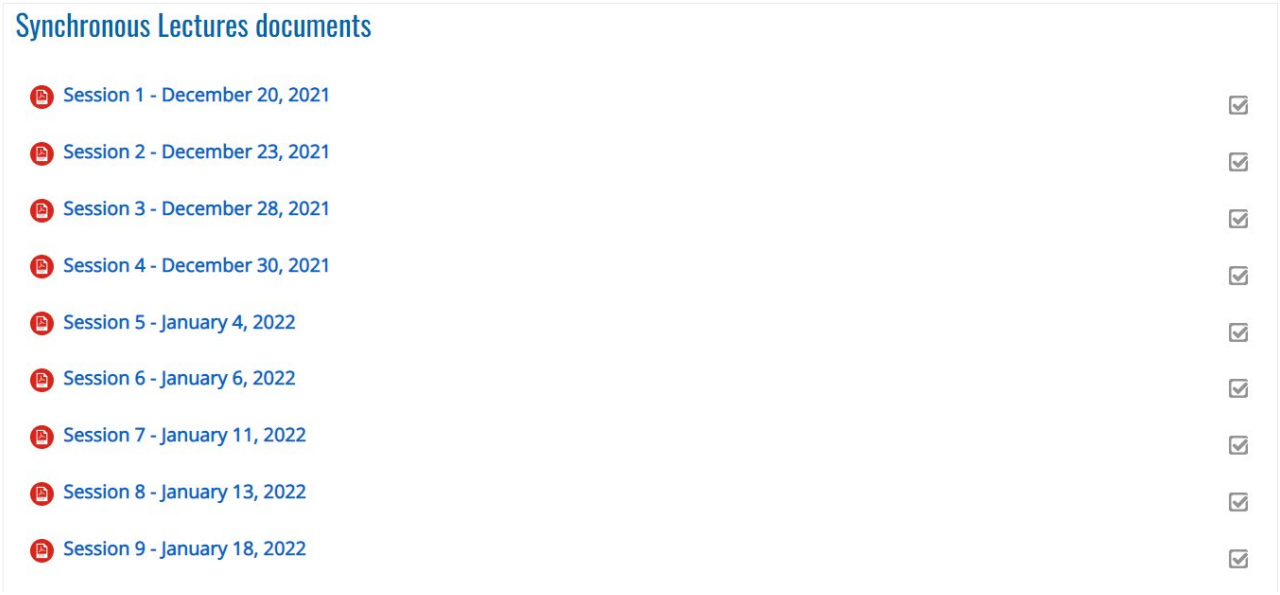
Course plan

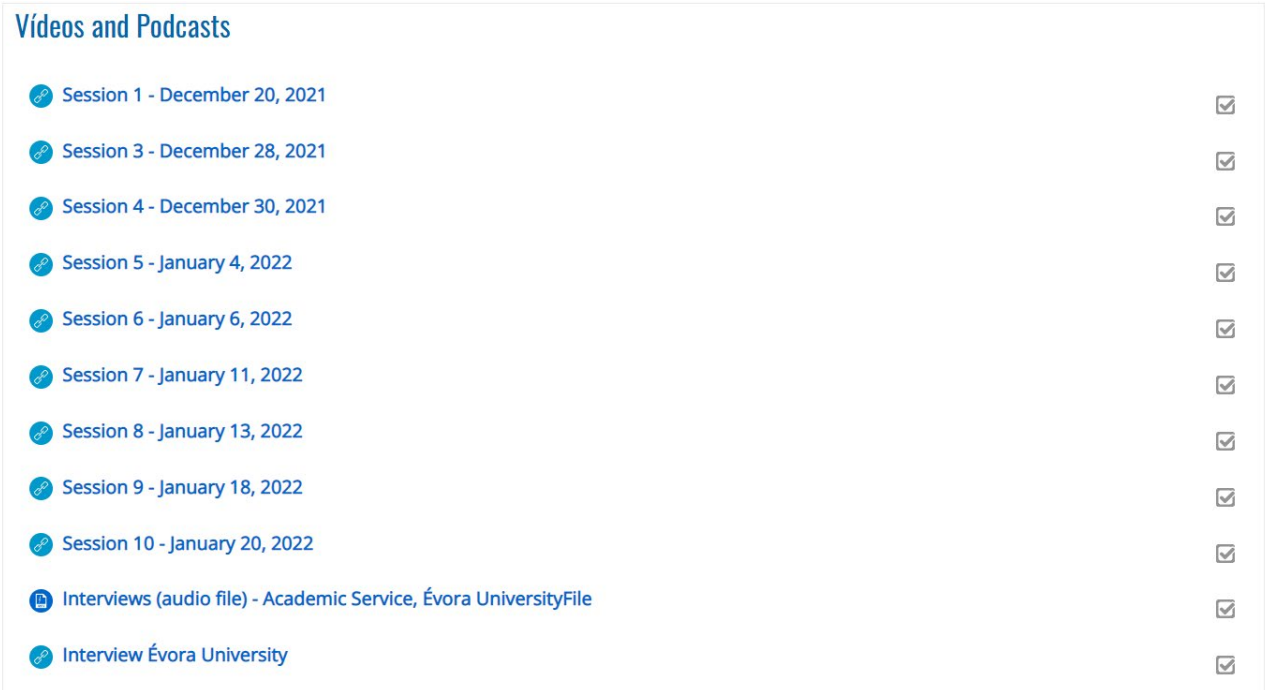
The training was structured as a mix of synchronous and asynchronous lectures, video, resources and reading materials to be consulted. Some activities were also included for trainees to work autonomously.

Plan: from 15th of December 2021 until 21st January 2023, for 45 hours in total.

Resources

All the training resources were available on the Moodle learning platform.





Supported Bibliography

- Why Are We Here? The Changing Nature of Administrative Middle Management at an English HEI
- Shaping the University of the Future.
- Article 1 - The cost of managerialism in the university
- Article 2 - Management of Higher Education Institutions and the Evaluation of their Efficiency and Performance
- Article 3 - Management Accounting and Control Systems in the Uppsala Internationalization Process Model. A Case Study
- Article 4 - The New Leadership Model of University Management for
- Article 5 - 1981_Higher Education Management_The Name of the Game Is Change
- Article 6 - Managing University Culture: an analysis of the relationship between institutional culture and management approaches
- Article 7 - Strategic Planning In Public Higher Education: Management Tool Or Publicity Platform
- Article 8 - Strategic development and SWOT analysis

Activities

Here a sample of the activities proposed.

Activities

Glossary index

Activity focus on the creation of a common language between all participants.
In a new/newly added concept, anyone can edit to improve and correct some small mistakes, but can't comment.
One of the participants can translate to Arab the concept initially added in English (all concepts need initially be added in English); the Arab translation will be added in the same place as the English version with a separated line between the English and the Arab).

The University Idea

Read this 8 pages article.

In the reading process, you can apply two different techniques: register, by coloring or underlining the most interesting aspect, in the first moment, and create your personal conceptual map (a scheme in a three representation of all relevant topics that is identified on the paper, that began with "idea of university"; see some additional explanation - https://creately.com/blog/diagrams/ultimate-concept-map-tutorial/), in a second moment.

See in next post/content.

Paper analysis - university management

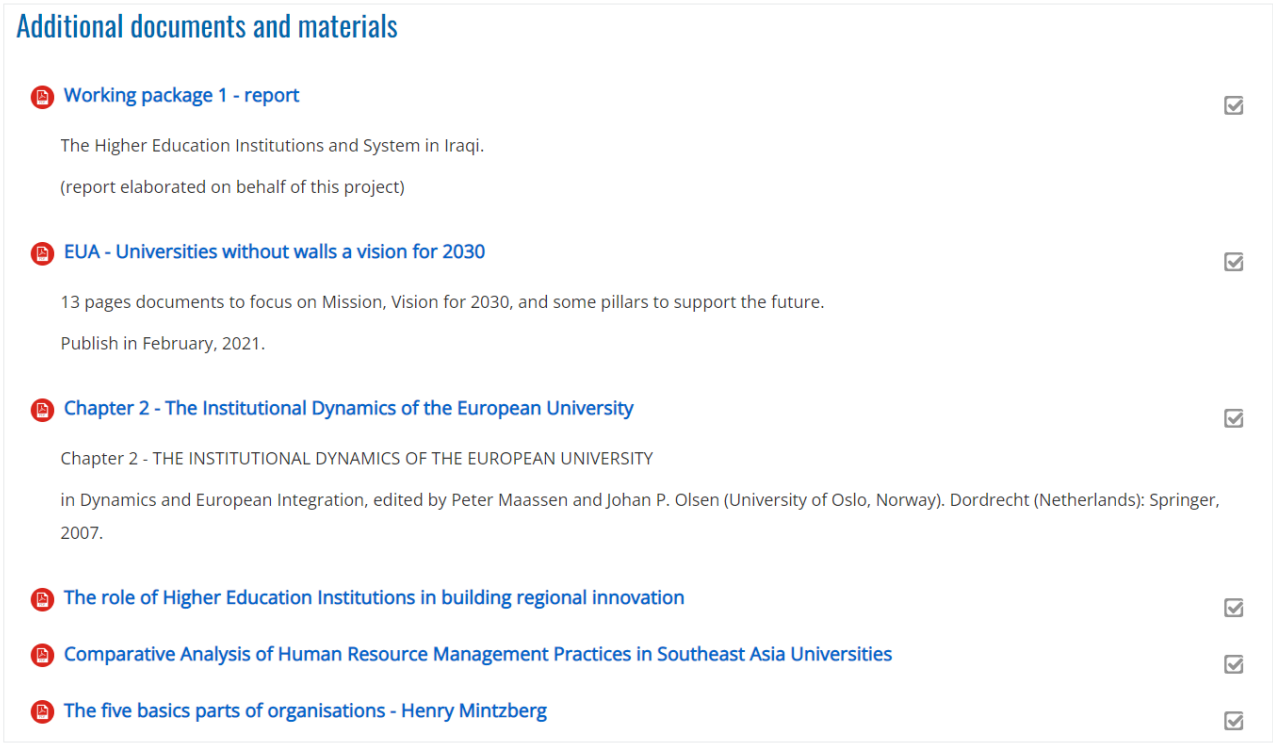
According to the contents developed in this course, execute the following tasks/work:

1. A resume of the research paper (3 pages resume); individual work.
2. A memo answering the question (until 5 pages): "What is university management"; individual work.
3. Analyse the management in your University (workgroup per university), open development - maximum 5 pages.
4. Propose a specific project to research or improve the university management (groups of 4 or 5 and can be mixed between different universities.

Calendar of synchronous lectures

- Session 1 – December 20, 2021
- Session 2 – December 23, 2021
- Session 3 – December 28, 2021
- Session 4 – December 30, 2021
- Session 5 – January 4, 2022
- Session 6 – January 6, 2022
- Session 7 – January 11, 2022
- Session 8 – January 13, 2022
- Session 9 – January 18, 2022

Additional documents and materials



All materials were later made openly available on the project website.

Annex I

Participant List

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Annex II

Virtual Training Proposal

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

Working package 2

Virtual Training on University Management

www.projectinspire.eu

Author:

Paulo Resende da Silva and Maria Eduarda Miranda

University of Évora

Working package 2 – activity:

Virtual training.

Virtual platforms and social media support:

Moodle, ZOOM, Mentimeter, YouTube, Office365 or Google Drive, WhatsApp

Purpose of this training plan:

Promote a more qualified staff and prepare the local trainers in each Iraqi university.

Aims of the virtual training on this project:

Develop knowledge, capacities, and skills for the management in the universities. The focus will be the university governance and the university management.

Target group:

Middle Management (service directors and others administrative staff that works at the University level – rectorate staff and other positions in the general management of the University), the administrative staff at Faculty level; and leaders of special areas (could be academic staff or administrative staff).

Name of the course:

University Management – a general overview from management perspective

Pedagogical orientation:

In approved document plan in June meeting, this course was presented to be 45 hours in total. This includes synchronous and asynchronous lectures, reading materials, realizations of some knowledge monitoring acquisition activity, developing a work group activity.

Schedule (proposal):

Proposed: 15 of December of 2021 until 21 of January of 2022

45 hours in total.

15 hours synchronous and asynchronous lectures.

30 hours lectures and developing activities.

Plan of the course:

1. An Ideia of University
2. University general concepts
3. The university general mission areas: the four pillars
4. Management process of the University pillars:
    - 4.1. Strategy focus
    - 4.2. Administrative focus
    - 4.3. Process management
5. The organisational development system:
    - 5.1. Leadership
    - 5.2. Academic Culture
    - 5.3. Governance structure model
6. Management system:
    - 6.1. Human resources management
    - 6.2. Financial management
    - 6.3. Quality management
    - 6.4. Information system management

Annex III

Mid-Term Report

INsPIRE

Innovative Governance Practices in the Higher Education Institutions in Iraq

Virtual training

University Management – a general overview from organizational and management perspective

Middle-term report – 5 January 2022

WP-2 - Training and capacity building for internal staff

University of Évora team:

- Paulo Resende da Silva
- Maria Eduarda Miranda

On behalf of:
European Commission, Erasmus+, KA2 – Capacity building in the Field of Higher Education

Co-funded by the Erasmus+ Programme of the European Union

Website: www.projectinspire.eu/

The INsPIRE project has been funded by the support from the European Union. This document reflects the view only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

SOME APPOINTMENTS:

The virtual training is one of the training activities approved on general meeting on June 15, 2021.

The initial schedule of the course: 1 to 18 of December 2021.

Final schedule period: December 20, 2021, until January 21, 2022.

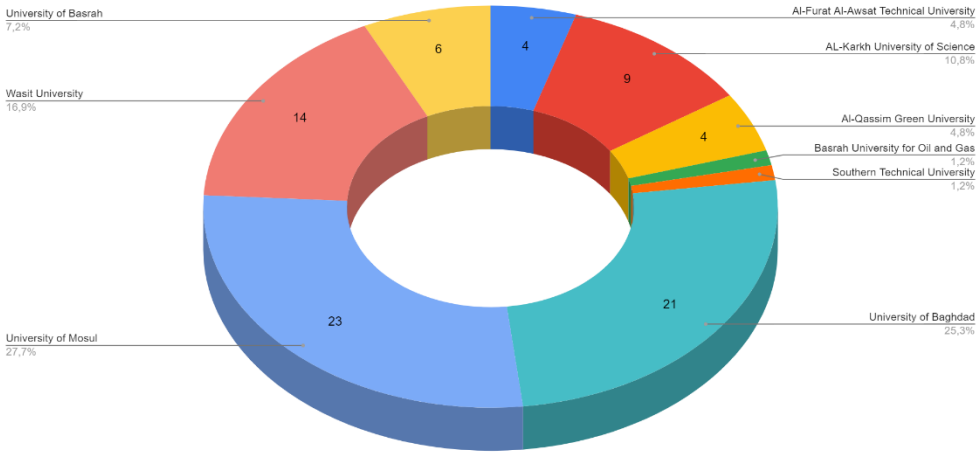
Total of worked hours planned: 45 hours

Total of synchronous planned hours: 10 hours

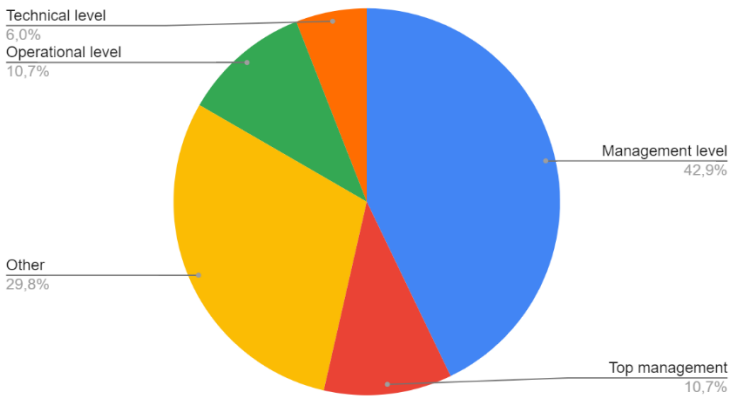
Total of register participants: 84 from 9 Iraqi Universities. Missing Sumer University.

Participant's analysis:

- Distribution per university



- Role in the university



Total of synchronous sessions: 5 (20, 23, 28, and 30 December, 2021 and January 4, 2022)

Access to the synchronous sessions:

- Session 1 – 42 participants (50% of the total of register), but only 24 (57,1%) with more than 80% of the period of the session.
- Session 2 – 36 participants (42,9% of the total of register), but only 25 (69,4%) with more than 80% of the period of the session.
- Session 3 – 25 participants (29,8% of the total of register), but only 21 (84%) with more than 80% of the period of the session.
- Session 4 – 25 participants (29,8% of the total of register), but only 19 (76%) with more than 80% of the period of the session.
- Session 5 – 38 participants (45,2% of the total of register), but only 17 (44,7%) with more than 80% of the period of the session.

Moodle Platform access and activity developed:

1. Number of register participants in Moodle: 80 (missing 4 – wrong email, never send the correct email).
2. Number of participants that access to Moodle Platform since December 21, 2021, until January 5, 2022: 36 (42,86% of the total).
3. Involvement in the activities open:
   - Preparation for the "The Idea of a University" – document: 23 access (28,75%)
   - Activity 0 – first survey: 45 participants answered
   - Activity 1 – Glossary: 9 participants added concepts
   - Activity 2 – Forum "The Idea of a University":
     - 3 additional new topics by 2 participants
     - 6 comments the two initial topics
   - Activity 3 – Upload individual work "The Idea of a University": 8 participants.
4. Additional documents access:
   - Working package 1 – report: 21 access (26,25%)
   - EUA Document - Universities without walls a vision for 2030: 7 access (8,75%)