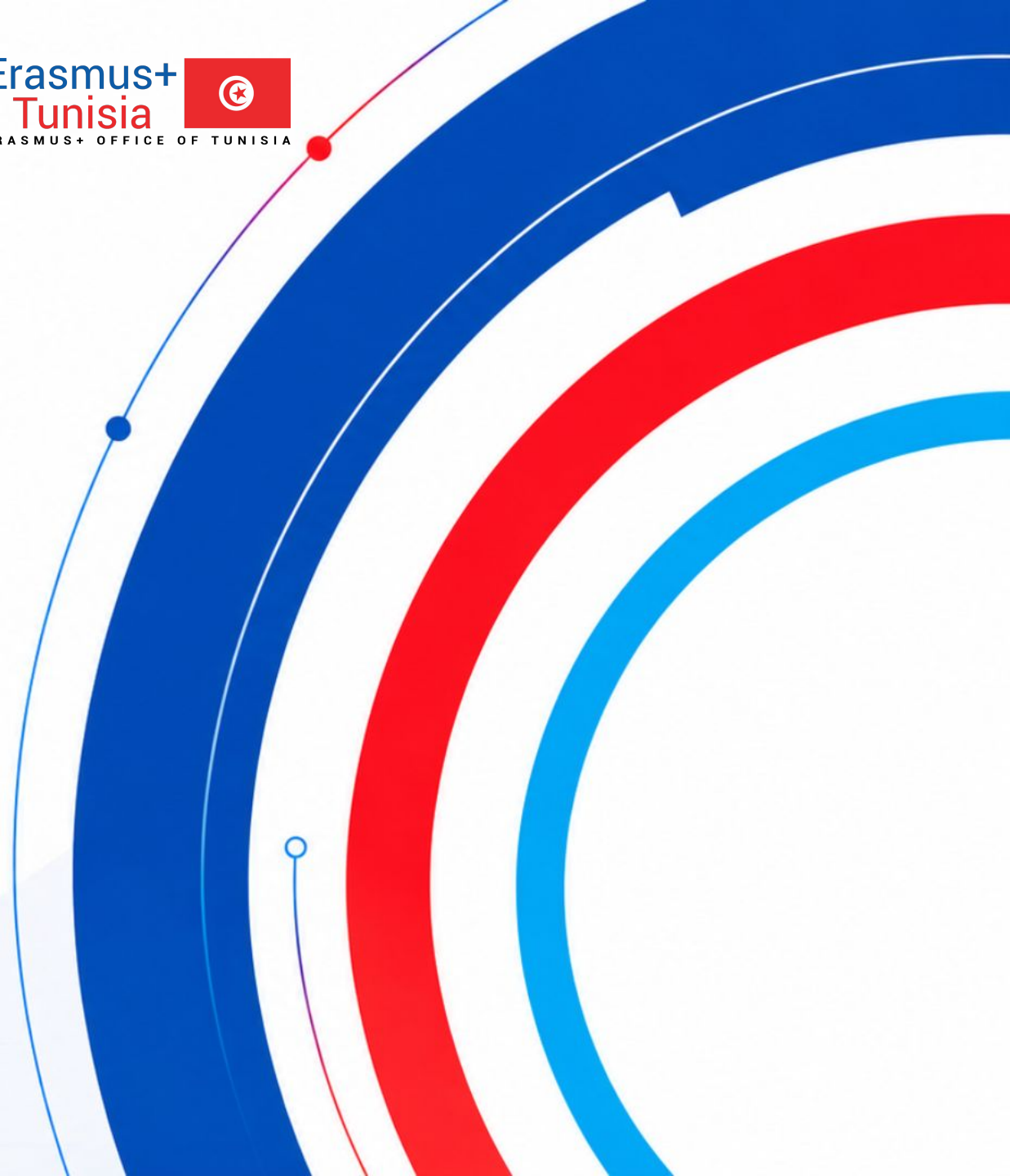


Thematic Cluster Meeting of CBHE Projects in Tunisia

Digitalisation and Gouvernance of Higehr Education

MED-HELA

Date : 30/09/2026



A Common Scenario





The leadership paradox in higher education

Do you know?

70% of leaders receive no formal leadership training.

Yet they lead institutions shaping millions of students.

UNPREPARED FOR LEADERSHIP



CONFUSED AND STRESSED



FORMAL LEADERSHIP TRAINING COURSE



SKILLED AND CONFIDENT



THE UNTRAINED PROFESSOR BECOMES A BETTER LEADER

Why Leadership in Higher Education



Leadership
challenges in
the South

MED-HELA

Mediterranean Higher Education Leadership Academy

Académie méditerranéenne du leadership dans l'enseignement supérieur

Duration

January 2026 – December 2028

Budget

Strand 3

Website

<https://med-hela.univ-biskra.dz/>

101236505

Coordinator

Tlemcen University

Partners and countries

Algeria, Tunisia, Spain, Slovenia,
Ireland

Algeria:

University of Biskra
University of Constantine 3
Ministry of Higher
Education and Scientific
Research

Europe:

European Leadership
Initiative (Ireland)
Euro-Mediterranean University
(EMUNI) (Slovenia)
University of Granada (Spain)

Tunisia:

Virtual University of Tunis (UVT)
University of Sousse
University of Jendouba
Ministry of Higher Education and
Scientific Research
ALECSO (Associated Partner)



Funded by
the European Union



MED-HELA Objectives

- Develop leadership, governance, and management skills among administrators and leaders of higher education institutions.
- Establish the Mediterranean Higher Education Leadership Academy (MHELA), a regional framework dedicated to the training and development of university leaders.
- Implement a Certified Mediterranean Higher Education Leadership Development Program (MHE-LDP) for academic managers and leaders.
- Develop a Higher Education Leadership Qualities and Skills Framework (HELQS), accompanied by a dedicated digital application.
- Establish leadership training centers and strengthen local institutional capacities to ensure the sustainability of the project's activities and outcomes after its completion.
- Promote cooperation, experience sharing, and the exchange of best practices among Mediterranean and European universities.
- Contribute to the modernization of university governance and the strengthening of strategic capacities of higher education institutions in Algeria and Tunisia.



MED-HELA Work Packages

WP1: Project Preparation, Management and Quality Assurance

- Establishment of governance structures, project coordination, quality assurance mechanisms, external evaluation, and advisory board oversight

WP2: Academy and Programme Development

- Development of the HELQS framework and app, creation of the Mediterranean Higher Education Leadership Academy (MHELA), design of the Mediterranean Higher Education Leadership Development Programme (MHE-LDP), train-the-trainer activities, and establishment of leadership training hubs.

MED-HELA Work Packages

WP3: Piloting

- Pilot implementation of MHELA leadership programmes, involving university leaders and staff, followed by evaluation and refinement of the programme.

WP4: Implementation and Roll-out

- Full-scale deployment of the Academy and leadership development programme across higher education institutions in Algeria and Tunisia.



Funded by
the European Union



République
Tunisienne
Ministère de l'Enseignement Supérieur
et de la Recherche Scientifique



Erasmus+
Tunisia



NATIONAL ERASMUS+ OFFICE OF TUNISIA

MED-HELA Work Packages

WP5: Dissemination and Sustainability

- Promotion of project outcomes, sharing of good practices, stakeholder engagement, sustainability planning, and wider dissemination across the Mediterranean region, the EU, and beyond.

Progress Status of MED-HELA

September 2026: Development of the HELQS (Higher Education Leadership Qualities and Skills) framework, the university leadership training program, and the digital platform intended to support training, assessment, and competency development activities for higher education leaders and administrators.

March- June 2026: Study visits and leadership program development activities organized at EMUNI University (Slovenia) and the University of Granada (Spain) as part of knowledge sharing and the design of the leadership training program.

January 2026: Kick-off Meeting held in Tlemcen (Algeria) on 20–21 January 2026, marking the official launch of the project and the alignment of partners on the project objectives, activities, and implementation

DELIVRABLES OF MED-HELA

1. HELQS Framework Design

Development of the **HELQS (Higher Education Leadership Qualities and Skills) Framework**, which defines the competencies, skills, and qualities expected of higher education leaders and managers. This framework serves as the scientific and pedagogical foundation of the project.

2. Development of the MED.HELA Academy

Design of the **Mediterranean Higher Education Leadership Academy (MHELA)**, including its organizational model, operational mechanisms, and training offer aimed at strengthening leadership capacity in higher education institutions.

3. Development of the MHE-LDP Training Programme

Design of the **Mediterranean Higher Education Leadership Development Programme (MHE-LDP)**, a certified training programme intended for academic and administrative leaders in higher education institutions.



Funded by
the European Union



DELIVRABLES OF MED-HELA

4. Development of the HELQS Digital Platform

Launch of the development of a digital platform and application dedicated to self-assessment, leadership competency development, and the monitoring of training pathways.

5. Establishment of Training Hubs

Planning and creation of training spaces and infrastructure within partner universities to ensure the sustainable implementation of the Academy's activities and long-term capacity-building efforts

MED-HELA Results & Indicators in Numbers

[08]

Partner
Institutions
Involved

[1200]

Direct
Beneficiaries
Trained and
Engaged

[01]

curricula or
modules
developed/
modernised

[01]

Tools / Digital
platforms
created

[20]

Training of
trainers

[08]

HUB tech./
structures
created

[01]

HELQS
referential

[06]

Seminars of
Leadership
MED-HELA

EQUIPEMENTS ACQUIRED

Infrastructure Established:

University Leadership Training Hub (Leadership Training Hub).

Technological Equipment Acquired or Planned:

Audiovisual equipment for hybrid training.

Video conferencing system.

Computers and workstations for training activities.

Interactive display equipment.

Networking equipment.

Access to the HE project's digital tools.

- to support the project's objectives by enabling high quality hybrid training, digital collaboration, and leadership development activities.
- to enhance learning opportunities, strengthen institutional capacity, and promote the sustainable use of digital technologies.

MED-HELA RESULTS & IMPACT

- **Strategic governance:** strengthening university leaders' skills in strategic planning, decision-making, and change management.
- **Institutional leadership:** developing university leaders through the Mediterranean Higher Education Leadership Academy (MHELA) and the MHE-LDP certification programme.
- **Management and quality improvement:** enhancing governance, resource management, and quality assurance processes.
- **Leadership skills assessment:** promoting evidence-based leadership development through the HELQS framework and its digital assessment tool.
- **Institutional capacity building:** establishing leadership training hubs and preparing trainers to ensure the sustainability of professional development initiatives.



Funded by
the European Union



République
Tunisienne
Ministère de l'Enseignement Supérieur
et de la Recherche Scientifique



Erasmus+
Tunisia



NATIONAL ERASMUS+ OFFICE OF TUNISIA

RESULTATS & IMPACT

- **Individual impact:** Enhanced leadership, governance, strategic management, and change management skills among university leaders through the project's training programs and tools.
- **Institutional impact:** Improved governance practices at UVT, establishment of a Leadership Training Hub, and adoption of new tools and frameworks for leadership development.
- **National/Regional impact:** Contributed to the modernization of higher education in Tunisia and Algeria, promoted good governance practices, and supported the creation of a sustainable Mediterranean network of university leaders.

Sustainability

Institutional sustainability: Integration of the Mediterranean Higher Education Leadership Academy (MHELA) and Leadership Training Hubs within partner universities to ensure the continuation of activities beyond the project lifecycle.

Human sustainability: Training of trainers and capacity building of university staff to develop and maintain local expertise.

Technical sustainability: Continued use and maintenance of the HELQS digital platform, learning resources, and tools developed by the project.

Financial sustainability: Mobilization of partner institutions' own resources and the pursuit of new partnerships and funding opportunities to support ongoing activities.

Regional sustainability: Strengthening a Mediterranean cooperation network to facilitate knowledge sharing, dissemination of good practices, and long-term impact at both national and regional levels.



Funded by
the European Union



République
Tunisienne
Ministère de l'Enseignement Supérieur
et de la Recherche Scientifique



Erasmus+
Tunisia



NATIONAL ERASMUS+ OFFICE OF TUNISIA

OBSTACLES & CHALLENGES

Challenges

Coordination challenges among numerous partners from different countries and institutions, requiring the alignment of practices, procedures, and timelines.

Administrative delays related to equipment procurement processes and the establishment of training infrastructures.

Adaptation of European leadership models to the Tunisian and Algerian higher education and institutional contexts.

Solutions

Regular coordination meetings, study visits, and collaborative workshops were organized among project partners to strengthen cooperation and ensure effective implementation.

Rigorous project monitoring and close collaboration with partner authorities and institutions were established to facilitate processes and address challenges efficiently.

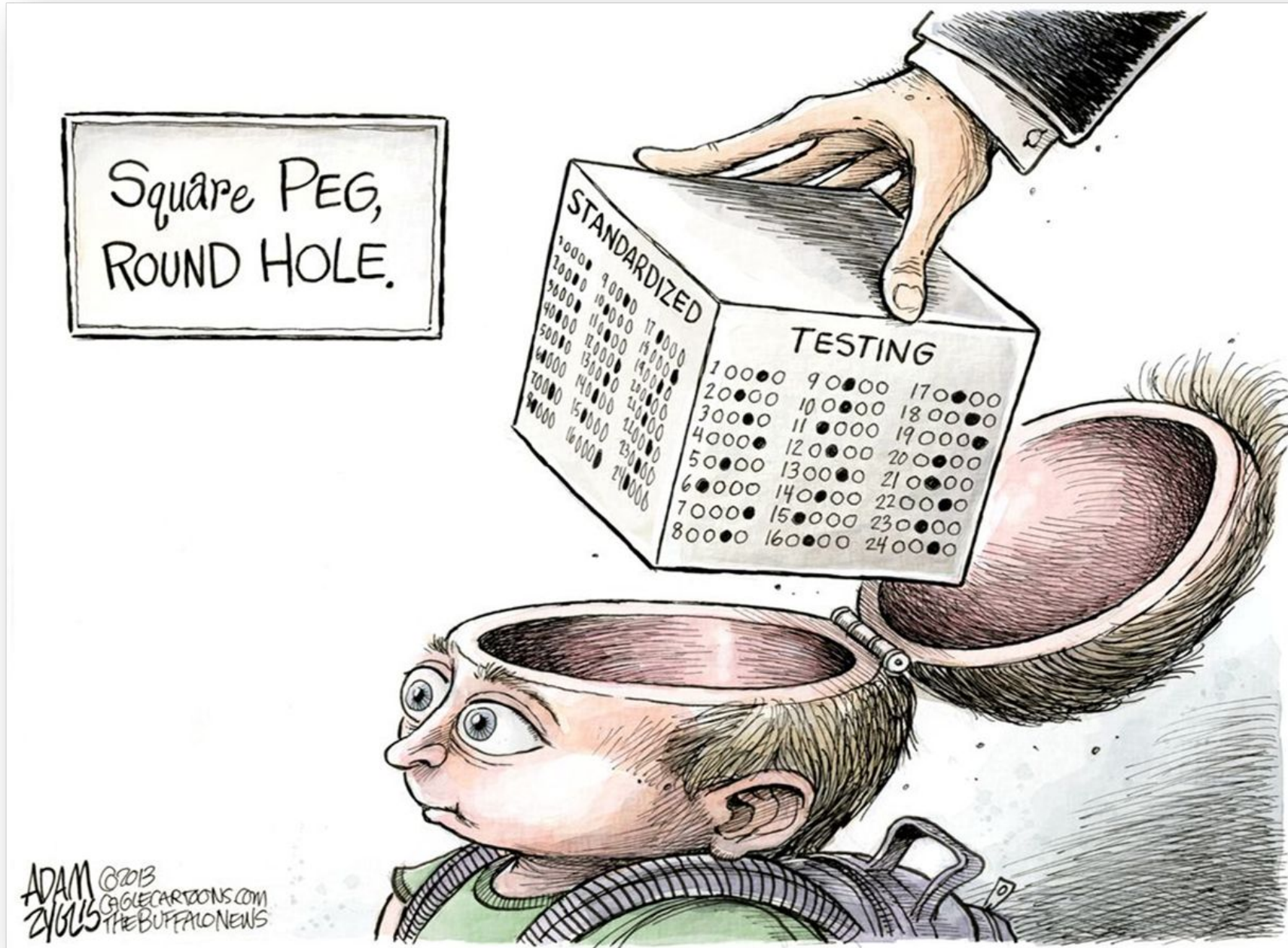
A participatory approach involving European experts and Mediterranean partners was adopted to adapt the project's tools, training programs, and frameworks to local needs and contexts.



CONCLUSION

Shaping the Future Collectively

The future of higher education leadership is a shared responsibility, requiring collective effort and vision.



تعليبي

boxing

تعليم

Educating



Funded by
the European Union



République
Tunisienne

Ministère de l'Enseignement Supérieur
et de la Recherche Scientifique



Erasmus+
Tunisia



NATIONAL ERASMUS+ OFFICE OF TUNISIA

Thank you for your attention

MED-HELA

Dr. Dorsaf Ben Malek dorsaf.benmalek@uvt.tn

<https://med-hela.univ-biskra.dz/>

<https://www.facebook.com/MedHELAProject>

<https://www.linkedin.com/company/med-hela-project/>

Bureau National Erasmus+ Tunisie | 30 Septembre 2026