**Background & Opportunity**

Baku Higher Oil School is looking for universities and other higher education institutions to collaborate within Lifelong learning initiative. Lifelong learning (LLL) has been on the higher education institutions (HEIs) agenda since its establishment, and its importance has been highlighted in the Bologna Process and Development Concept 2020 of Azerbaijan. The economic, social and technological changes have led to the necessity of reforms in Azerbaijan educational system. In whole, contemporary challenges result in an increased need for lifelong learning.

The present focus on LLL can be seen as an evolution of prior practice, even if it may seem today to revolutionize the self-understanding of higher education institutions and their perception of service to society. It is sometimes assumed that lifelong learning is in some ways different to the provision of education to traditional students. In reality, institutions do not generally provide different educational services through the provision of lifelong learning. Rather, they make their usual range of educational offer (based on research) available to different groups of learners – and it is here that the link between widening participation and lifelong learning becomes clear.

**Overall, the goals of the project are to:**

• support HEIs in developing, embedding and enhancing lifelong learning centres

• ensure wide dissemination of existing best practices in the field to universities, governments and stakeholders

• contribute to the further development of policy recommendations.

Specific Objectives of the project are

1. 3 LLL launched with developed strategy and action plan for 3 partner higher education institutions.
2. 3 LLL managers and 12 key operational staff trained
3. To make continuing education centers more accessible via modern technological solutions
	1. Online platform developed
	2. Smart phone application developed
4. To create a guidance/manual for lecturers and academicians
5. To provide opportunities for exchange of good practices
6. To develop certification training portfolio according to the area of expertise of each HEIs

Provisional areas for training portfolio are as follows:

1. Technology

1.1. Cyber security Strategy

1.2. Data Science

1.3. Oracle Certification Program

1.4. Apple certification program

1.5. Microsoft Certified Professional program

1.6. International Computer Driving License

1.7. Certified Software Development Professional

1.8. International Software Testing Qualifications Board

2. Engineering Leadership & Management

2.1. Management Science and Engineering Graduate Certificate

2.2. Decision Analysis Graduate Certificate

2.3. Product Creation and Innovative Manufacturing Graduate Certificate

2.4. Advanced Project Management Professional Certificate

2.5. Strategic Decision and Risk Management Professional Certificate

3. Executive Certificates in Leadership & Change Management

3.1. Leadership Coaching

3.2. Organizational Consulting & Change Leadership

3.3. Strategic Diversity & Inclusion Management

3.4. Transformational Leadership

4. Business & Management

4.1. Business Administration

4.2. Franchise Management

4.3. International Business Management

4.4. Project Management

4.5. Project Management Intensive

4.6. Strategy and Performance Management

**In Scope / Out of Scope**

The project will cover 2 year, which is based on the analysis of the different initiatives taken at HEIs. Main focus is going to be on corporate and individual trainings. There will be process of revision of the mission statement, the values and guiding principles based on feedback from consultations. It will create using a bottom-up strategy with the participation of the main agents of the organization: academic and technical staff. The rector and the management team will discuss the different strategies and established a calendar and the action plan.

**Constraints & Risks**

Specific constraints are:

* A research culture that resists interdisciplinary;
* Weak research capacity;
* Weak acceptance by society of HEIs;
* Lack of balance between engagement in the community and institutional autonomy;
* Weak communication channels between the university and its community;
* Lack of commitment and support from top management or from rank-and-file academics;
* Lack of staff development and staff policies in local companies.

**Assumptions & Dependencies**

• The socially-engaged university values creativity and individual development of staff and students.

• The learning environment is modified in order to adapt to new and more varied teaching methods.

• The HEI’s capacity to manage pressures from different stakeholder groups is developed.

• The HEI communicates its commitment to serve society both to external stakeholders.

• Criteria to measure the quality and effectiveness of engagement are identified and used to improve performance and to ensure that academic core values are maintained yet the institution is responsive to its environment.

• Build collaborative knowledge clusters with other institutions and the wider community that engage in the distributed knowledge production system.

**Roles/Governance**

BHOS is responsible for overall management of the project. The project manager will create a project structure that will meet the various project needs at different phases of the project. The communication structure of the project is going to be project based. Based on previous project management acumen, each partner university nominates managers who are specifically assigned to the project and report directly to the project manager within this communication structure. Main motivation behind this communication structure is to assure that, project personnel are retained on an exclusive rather than shared or part-time basis. Project team will develop a strong sense of project identification and ownership, with deep loyalty efforts to the project and a good understanding of the nature of project’s activities, mission, or goals.

Decision making within project team is going to be implemented by Management Group (MG) composed of one manager from each consortium member and chaired by the project manager from BHOS. MG is going to meet during various, management meetings, seminars and workshops organized in the context of the implementation of the project. In order to ensure smooth project activities following conflict resolution strategies are going to be applied:

a. Partnership agreement will be signed. With this agreement following conflicts will be resolved: resourcing issues and disagreements; arguments regarding equipment; specific facilities or software selections; general costs and project expenditures.

b. Requirement charter signed. With this in hand following conflicts will be resolved: technical and design disagreements; differences of opinion on prioritization; lack of consensus on unified process methodologies; disagreements on the schedule or timeline variation from planned work plan.

c. Distribution of responsibility and documentation will be communicated. A detailed and careful distribution of responsibilities and tasks already is developed at proposal stage of a project and is going to be documented and communicated to the partners as an annex to partnership agreement. The potential conflict of agreement on key responsibilities will be resolved with this strategy.

d. In case unforeseen conflict rises during implementation stage of the project management group will come up with solution. Five different strategies for conflict resolution will be applied based on nature of conflict – these are Confronting, Compromising, Smoothing, Forcing, and Avoiding. Management group will vote for final decision. Each university will be represented by one voting right.

**Specific Roles of each HEI from Azerbaijan**

Each partner HEI from Azerbaijan will receive funding from the budget of the project. The budget allocated will cover different cost headings such as: equipment purchase, staff time and per diem. Roles of partner HEI from Azerbaijan:

1. Will accumulate, update and record the requirements for LLL development based on consultation and deliver to Baku Higher Oil School (BHOS)
2. Will work with the project team to determine the standards of monitoring and control for LLL
3. Will support the consortium during the design phase of the project which is going to be carried out by the lead BHOS
4. Will apply the project management methodologies to succeed the project plan
5. Will provide guidance on project management to the partner universities in order to implement the project successfully
6. Will ensure the requirement analysis and update
7. Will report to BHOS within project quality control
8. Will implement project quality assurance
9. Will facilitate communication with external stakeholders
10. Will carry out info campaign using partner network and project web page
11. Will ensure implementation of strategy and action plan being developed by project team
12. Assign competitive managers to its LLL Centre
13. Ensure building competitive team for LLL Centre
14. Will contribute to the development of a training portfolio
15. BHOS will program and design:
	1. Online platform
	2. Smart phone application

**Specific Roles of each partner from UK**

Partner from UK will receive funding from the budget of the project. The budget allocated will cover different cost headings such as: staff time for consultation and per diem. Specific expenses and consultation fees shall be communicated by partner institution during initiation phase of the project proposal. Costs being communicated after the contracting will not be covered.

Role of partner from UK

1. Will contribute to the development of a comprehensive training program for all managerial staff of the consortium universities.
2. Partner from UK will work with the consortium members to determine standards of monitoring and control for LLL in partner universities.
3. Partner from UK will support the structural design, strategy and action plan development for partner HEIs from Azerbaijan.
4. Partner from UK will build capacity of LLL managers and key staff of partner HEIs total of 3 Managers trained and 12 key operational staff trained
5. UK partner will consult the project team to develop:
	1. Online platform developed
	2. Smart phone application developed
6. Partner from UK will create a guidance/manual for lecturers and academicians for all LLL.
7. Partner from UK will provide opportunities for exchange of good practices.
8. Partner from UK will support development of market research in order to develop training portfolio.
9. Partner from UK will support development of training portfolio according to the area of expertise of each HEIs.

**Deliverables**

1. Recommendations and Strategic Planning for development of LLL in partner higher education institutions HEIs
	1. Practical study visit of HEIs top management in UK;
	2. Creation of working groups in each beneficiary HEIs;
	3. Development of the institutional recommendations and drafting of Institutional Strategic and Action Plan;
	4. Seminar on recommendations and Strategic and Action Plan;
	5. Presentation of the Strategic and Action Plan followed by approval of relevant authorities.
2. Human Capacity Building for LLL staff,
	1. 1st TRAINING MODULE: Organization and management of LLL
	2. 2nd TRAINING MODULE: Staff and staff development
	3. 3rd TRAINING MODULE: A policy for LLL
	4. 4th TRAINING MODULE: Financial management of LLL
	5. 5th TRAINING MODULE: E-learning management for LLL
	6. 6th TRAINING MODULE: Marketing for LLL
	7. 7th TRAINING MODULE: Quality Assurance for LLL
	8. 8th TRAINING MODULE: Regional development and LLL
3. LLL courses development
	1. Development And Adoption Of Curricula For LLL Courses;
	2. Development And Publication Of Study Materials For LLL Courses;
	3. Training Of Trainers;
	4. Promotion Of LLL Courses;
4. Evaluation and quality control
	1. Quality Control Group Established
	2. Midterm Report and Discussion on Project Quality Issues during each meeting
	3. Monitoring by local Project management
5. Management of the project
	1. Project management group;
	2. Ongoing Management and Reporting;
	3. Coordination/Logistical Meetings.