

Risk Management in Higher Education



Center for Learning Innovations &
Customized Knowledge Solutions

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Novotel Deira City Center,
Dubai-UAE










CLICKS' Public Program 2017-18

Program Structure

Enterprise Risk Management (ERM) is the comprehensive program adopted by institutions to identify and manage – proactively and continuously – real and potential threats as well as opportunities that may affect their operation, both locally and globally.







Adopting an ERM approach assists institutions to:

-  Increase productivity, responsiveness, and accountability while reducing costs
-  Sustain its competitive advantage
-  Address the rapidly changing risks affecting higher education
-  Respond to increased regulation in higher education
-  Achieve 'good stand' with accreditors and regulators
-  Respond effectively when a significant event occurs
-  Establish trust and integrity among various internal and external stakeholders

Unfortunately, very frequently Higher Education Institutions manage risks with a siloed, transactional approach. While this approach may mitigate an individual matter at hand, it does little to identify strategic and reputational risks that can impact an institution's ability to meet its mission and goals. Enterprise Risk Management (ERM) offers institutions a method for integrating risk into the strategic decisions of senior leaders and board members to better position the institution to accomplish its objectives.



This 'hands-on' program will introduce participants to the concepts, principles, processes and applications of enterprise risk management in higher education.

Target Audience

-  Directors and Managers leading institutional risk management, strategic planning and institutional effectiveness
-  Directors of QA
-  Compliance and Risk Management officers
-  Internal Auditors
-  Directors of Student Affairs, Branding and Communication
-  Directors and Managers of Finance, IT and Legal Affairs Departments

Intended Learning Outcomes

At the end of this program participants will be able to:

-  Learn what is ERM and how to implement it successfully within the context of Higher Education
-  Understand various ERM tools and frameworks including ISO 31,000, COSO ERM, and NIST 800-37 among others.

- Understand and successfully implement the various stages of the risk management process
- Evaluate institution's readiness to implement an ERM program
- Learn how to identify risk tolerance and appetite for operational decision making
- Develop and implement an ERM strategy to guide risk management activities
- Apply ERM controls to mitigate types of operational risks.

Program Structure

Session (1) Fundamentals of ERM

This session will provide a general overview of ERM; its drivers, advantages, challenges and its evolution in higher education. It will focus on the definitions of risk, risk appetite, and the basic elements of a risk management process.

This session will also discuss the various types of risks including those very specific to higher education across the five main domains: strategic, financial, operational, compliance and reputational risks

Session (2): Risk Management in Higher Education

This session will expose participants to various ERM functions including corporate governance, strategic planning, performance management, internal and external QA, and compliance.

It will also look at how universities and colleges can create an organizational risk culture across the institution and how different internal and external stakeholders shall be engaged and take responsibility for risks. Key questions on who owns ERM and how it shall be implemented (top down versus bottom up) will be addressed through group discussion and case studies.

Session (3): ERM Models and Frameworks

The session will discuss different ERM models and frameworks including:

- COSO ERM Framework
- ISO 31000
- NIST 800-37

It will consider the approach and benefits and challenges of each model.

Session (4): Making the case for ERM

During this session, participants will gain valuable insight into the rationale and importance of ERM as viewed by accreditors and regulators and will learn about building a case for implementing ERM in their institutions. Special attention would be given to major reasons for the success or failure of ERM programs.

In addition, this session will look at how to undertake self-assessment of where your institution is now and where it hopes to be, both short term and long term; this is considered critical to determining how to lay the foundation for your ERM model.

Session (5): The ERM Process

This session will provide participants with a detailed explanation of the process of risk management including: establishing the context, risk identification, risk analysis, risk evaluation and risk assessment.

It will also expose participants to a variety of case studies from across universities and colleges.

Session (6): Risk Monitoring and Control

This session will focus on providing participants with the opportunity to apply tools and techniques learned to their institution.

Delivery Strategy

In addition to the use of power point slides, case studies and videos. The program will adopt a team-based style which involves group dynamic, role play and sharing of experiences.

Throughout the program participants will be working in teams using various tools and techniques and producing and presenting their findings on how to develop and implement Enterprise wide Risk Management Strategies.

Program Leader



Prof. Bastian Baumann is the Managing Director of EQAA, the European Quality Assurance Agency, which offers international accreditation of institutions and qualifications in higher education, TVET and other education and training providers. He is drawing on more than 15 years of international experience in various positions, with a specific focus on Europe, Middle East and North Africa as well as Central Asia.

His main areas of work are quality assurance and education reform implementation, qualifications frameworks, strategic management and development, and qualification design including learning, teaching and assessment methodologies.

Bastian regularly works for education institutions, quality assurance agencies, international organizations and public authorities to support and enhance the quality of their work. He conducts workshops, trainings and capacity building activities and acts as a reviewer and evaluator at systems and institutional and program level. He also works in a variety of projects, primarily offering expert advice.

Bastian has been involved as an expert in the development of the European Qualification Framework for lifelong learning and the National Qualifications Framework for Saudi-Arabia with the lead responsibility for all quality assurance related activities. These frameworks comprise all educational levels and sectors. In addition, he was an expert for the development of the European Qualification

Framework for Higher Education and the German National Qualifications Framework for Higher Education.

He has developed the external quality assurance system of the Maldives for TVET and Higher Education. He has worked as a consultant for quality assurance agencies in Bosnia-Herzegovina, Kazakhstan, Malta and Serbia to align their procedures and standards for external quality assurance in TVET and higher education to international best practice. He works as a reviewer for various quality assurance agencies in Europe, The Middle East and Central Asia. He also works as a reviewer of quality assurance agencies to evaluate their adherence with international standards. In addition, he works as a trainer for reviewers of quality assurance agencies. Furthermore, he has been developing the concept of the European register of quality assurance agencies (EQAR).






Bastian worked as a consultant for higher education institutions in various countries to establish and further develop their internal quality assurance systems. He also supported them in the preparation for external quality assurance, including self-evaluation processes.

Previously, Bastian has held various senior leadership positions in national and international organisations, including being the Secretary General of the Magna Charta Observatory of Fundamental University Values and Rights a member of the executive board of the German Academic Exchange Service (DAAD)

Program Duration

This program is 2-day organized from 9:00 am – 5:00 pm with one hour dedicated for lunch break and 2 coffee breaks of 20 minutes each. Kindly be informed that registration will take place on the first day of the program from 8:30 to 9:00.

Program Registration, Program Fees and Discounts

-  The registration fee for the 2 day program is 2,500 AED including lunch and two coffee breaks on each day in addition to program materials.
-  15% Early bird registration discount is available for individual registrations completed prior to the 2nd of November, 2017.
-  Group registration discount of 20% is available for groups of 3 and above if registration is completed before 2nd of November, 2017 and 15% if registration is done after the cutoff date.
-  All registrations are confirmed only upon receiving the full payment; registrations which are not completed are automatically cancelled after two weeks.
-  Delegates attending the entire program will receive certificates of attendance at the closure of the program.