

Governance in Higher Education



Center for Learning Innovations &
Customized Knowledge Solutions

Your Partner for Innovation & Excellence

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Novotel Deira City Center,
Dubai-UAE



CLICKS' Public Program 2017-18

Program Structure

Governance in Higher Education refers to the means by which Higher Education Institutions (HEIs) are formally organized and managed; this program aims at exposing participants to the principles of good governance in higher education. The program will look at the meaning of governance, key concepts, methodologies, approaches, trends and factors influencing governance in Higher Education. It will look at what are shared and participatory governance and the role of multiple stakeholders including that of faculty and students in today's higher education landscape. It will also closely examine the relationship between governance and management and how both should work together on driving the institution. The program will further consider the relationship between quality, risk management and governance.

During the second day of the program ethical consideration in light of governance will be discussed as well as different models and strategies for assessing governance efficiency will be explored.








Throughout the program participants will engage in individual and group activities and will be invited to share their experiences and learn from one another.

Target Audience

This program is geared towards Higher Education Executive Management including Presidents, VPs, Chief Academic Officers, Deans, and Directors of academic support, student affairs and administrative units involved with institutional governance and chairing/ serving as members on various councils and committees. In addition, the program is relevant to those in charge of overseeing governance arrangement including directors, managers and staff members working in institutional effectiveness & QA offices.

Intended Learning Outcomes

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

-  Understand the changing patterns of governance in higher education and its institutional impact on improving quality and decision making.
-  Comprehend the different models of governance and understand the role of various stakeholders.
-  Establish sustainable strategies and frameworks for implementing governance in Higher Education institutions.
-  Determine important and sensitive issues arising from governance in higher education and monitor its effectiveness.
-  Comprehend the distinction between governance and leadership and how they relate
-  Examine the importance of values and ethics.
-  Learn from shared experiences with other participants and appreciate the dynamics of good governance.

Program Structure

Day 1

Session 1: Governance in Higher Education: Definitions, Context and Models

The first introductory session will begin with an overview of governance in higher education and will explore the changing patterns of governance. It will explore why governance matters today more than ever and will discuss the key principles and issues around it. What are the challenges that must be addressed by governance structures, processes and roles, and how are these to be interpreted within different kinds of higher education institution, with their specific missions.

Various models and structures of governance will be explored including looking at the differences in governance between private and public institutions

How do we resolve the tensions, internally, between efficiency and quality on the one hand, and agility and innovation on the other? And finally how what various accreditation agencies' standards requires from HEIs in terms of governance.

Session 2: Governance versus Management: Understanding the Difference

The focus of this session will be on closely examining the difference between management and governance and the role of Senior Management versus that of the governing body. The role of governing body and terms of references for engaging them as required by various accrediting agencies and considering good international practices. Committees and structures to support management and governing bodies. The session will also consider the crucial elements for creating effective partnership between management and governing bodies.

Session 3: What Constitutes Good Governance?

This session will investigate what are the key principles of good governance? What are good models? What is shared governance? Who are the stakeholders and how they are involved? What about student and faculty participation in governance?

How should we address the tension between autonomy and accountability?
Democracy and delegation?

Session 4: Levels, Structures and Mechanisms

In this session we will consider levels, structures, mechanisms and best practices of good governance. What different levels and dimensions of governance are appropriate in higher education institutions? What does the institution look like from the perspective of management, faculties, departments, and individuals? How do these different perspectives relate to appropriate structures and mechanisms at different levels, functions and units of the institution?

Day 2

Session 5: Governance, Quality and Compliance

In this fifth session we will look at the relationship between governance and quality - both externally and internally driven - and how governance and quality relate to change management? What is the relationship between quality assurance and enhancement processes and governance? What is the impact of external regulation on governance models? How does governance support change processes? What is the impact of good governance on institutional performance? How would we measure the effectiveness of institutional governance systems?

Explore the relationships between governance and the areas of leadership, strategic planning, change management, and risk. Special consideration to compliance and developing institutional compliance frameworks

Session 6: Governance and Ethics

This session will explore the role of Values, guiding principles and ethical behavior. How to ensure that values are shared and inculcated?

Session 7: Governance Effectiveness

In this last session we will explore how we can assess the efficiency and effectiveness of our governance; various models and cases studies will be examined. We also will explore some of the common challenges facing governance and how these can be overcome. Final thought would be on reflecting on what we have learnt and action planning.

Delivery Strategy

Each session will begin with a motivational presentation, followed by a combination of individual and team-based activities, the critical analysis and evaluation of case studies, and creative exercises based on the participants' expertise, experience and needs

Program Leader



Dr. Narimane is the Founder and the CEO of the Center for Learning Innovations and Customized Knowledge Solutions (CLICKS), which supports higher education capacity building across the region. Previously she has assumed the role of the Assistant Chancellor for Learning and Academic Development (Provost) at the Hamdan Bin Mohammed e-University (HBMeU), in Dubai, UAE where she has established and led the academic, research and eLearning vision of the first online University to be recognized and accredited by

the Ministry of Higher Education and Scientific Research in the UAE. During her role as an assistant chancellor for Learning and Academic Development, she has led the design, development and accreditation of several academic programs including doctoral degrees, established international links, overseen the institution's research strategy and agenda, designed faculty development programs and worked extensively with her team on establishing an institutional wide culture of quality and excellence.

She has held other senior positions including acting as the Dean for Learning and Technologies and the Dean of Student Services.

Drawing on more than 15 years of experience Dr. Hadj-Hamou expertise and professional background span areas such as technology integration and e-learning in higher education; teaching and learning, quality assurance and accreditation and governance.

She has been the driving force in the promotion of online education and blended learning in the Region by leading many pioneering projects and initiatives including creating awareness and education on eLearning, encouraging and engaging in regional and international research community in the field, developing strategies and frameworks for implementing online education and establishing associations and networking organizations that are dedicated to the promotion of open, innovative and flexible education and promote the principles of partnerships, knowledge transfer and sharing best practice thinking.

She is Founder and was the first elected President of the Middle East eLearning Association (MEeA), the first Arab regional association addressing eLearning in the North African and Middle Eastern area and has also led and established the MENA Association of University Presidents as an independent, non-political, non- for profit, professional and academic regional association of chief executive officers from Higher Education Institutions within the Middle East and Northern African region.





Over the years she has delivered more than 100 keynote addresses, workshops, led roundtables and panel discussions in many countries including the UAE, Hungary, Germany, Lebanon, Malaysia, the UK, Qatar, Sudan, Italy, among many others. Dr. Hadj-Hamou has also been active in publishing articles, book chapters, case studies, and was the founder and editor of the International Journal of Excellence in eLearning for several years. She was also the founder and chair of the e-Learning Excellence Forum and is today the chair of the MENA Higher Education Leadership Forum.

Dr. Narimane consults for various HEIs across countries and serves as an expert for various regional UNESCO offices. In addition she acts as an external reviewer for accreditation agencies and provides advice on QA related matters.

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 note that registration will occur 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 24th of July, 2017.
-  Group registration discount of 20% is available for groups of 3 and above if registration is completed before 24th of July, 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.