STRATEGIC PLANNING FOR INSTITUTIONAL PERFORMANCE ENHANCEMENT

5th – 7th APRIL, 2020 (SUNDAY TO TUESDAY)
PULLMAN DUBAI CITY CENTRE, DUBAI, UAE
Higher education institutions (HEIs) operate in an increasingly complex, challenging and crowded environment. This means that each HEI needs to have a competitive edge to ensure sustainability and growth. Strategic plans are a means to achieve this.

Strategic planning has emerged as one of the most widely used and valuable management tools as it provides the framework for an HEI's operations and thus raises the performance of the institution. Through strategic planning, an institution can assess its internal strength and weakness, external opportunities and threats, articulate its vision and mission, facilitate the formulation of strategic objectives and set critical measures for success. Robust and well-implemented strategic plans are a common feature of high performing HEIs. This is also a requirement of accreditation and quality assurance agencies.

This three-day program provides an interactive environment for senior management and directors to learn and apply the tools and techniques of strategic planning through case studies and hands-on examples from institutions internationally. In addition, the program engages the participants to think strategically taking into account the challenges facing their higher education institutions. Delegates will work individually and in teams to chart strategic scenarios. A further aspect of the program deals with the linking of operational plans to the strategic plan. This is an essential feature for success.
At the end of this program, participants will be able to:

• Articulate the role of strategic planning in raising institutional performance
• Apply the four-stage strategic planning process and its tools and techniques
• Understand the use of the balanced scorecard as an approach to strategic planning
• Formulate institutional strategies using value disciplines
• Identify themes and objectives and translate these into Key Performance Indicators
• Close the loop of planning through effective review and reporting processes
• Identify steps for successful implementation of the strategic plan
• Align operational plans with strategic objectives and goals
SESSION 1: BUILDING YOUR CAPACITY FOR STRATEGIC THINKING AND PLANNING
- What is strategic planning?
- Linking planning with quality and accreditation
- Why planning fails
- Strategic Planning: 10 critical questions
- Barriers to strategy implementation
- The Balanced Scorecard as an approach to strategic planning

SESSION 2: CHARTING YOUR STRATEGIC JOURNEY
- Understanding the higher education landscape internationally and regionally: Challenges and opportunities
- Vision and mission - their role and structure
- Examining and deconstructing vision and mission statements
- Core values and why your HEI needs them

SESSION 3: ENVIRONMENTAL SCANNING
- P.E.S.T.E.L Analysis
- Value Chain Analysis
- Stakeholder Analysis
- Defining core competences and identifying risks and constraints
- SWOT & TOWS Analysis

SESSION 4: FORMULATING INSTITUTIONAL STRATEGIES
- Making strategic choices using the three value disciplines
- Defining your stakeholders’ value proposition

SESSION 5: TRANSLATING YOUR STRATEGY INTO THEMES, GOALS, OBJECTIVES AND MEASURES
- Crafting institutional strategic themes
- Identifying strategic objectives and goals
- Developing Institutional Key Performance Indicators
- Stakeholder engagement in strategy development
SESSION 6: CREATING INSTITUTIONAL SYNERGY THROUGH STRATEGY ALIGNMENT
• Cascading your strategic plan throughout the institution
• Determining potential vertical and horizontal synergies
• Communicating your strategy
• Linking operational plans to the strategic plan

SESSION 7: CLOSING THE LOOP - KEEPING THE PLANNING PROCESS ALIVE THROUGH EFFECTIVE GOVERNANCE AND ACCOUNTABILITY
• Monitoring, evaluating and reviewing the implementation of the strategic plan
• Risk management
• Leadership and governance

SESSION 8: PUTTING TOGETHER YOUR STRATEGIC PLAN
• Critical elements of a strategic plan
• Examples of strategic plans from leading international universities
• Steps for successful implementation of the strategic plan
Prof. Dolina Dowling has extensive knowledge of higher education in the Middle East gained primarily through her role as Executive Director of the Directorate of Higher Education Reviews of the Education and Training Quality Authority (BQA) in the Kingdom of Bahrain from 2008-2014. This involved the development and implementation of frameworks for institutional and programme quality reviews to evaluate higher education institutions and their programs as well as capacity development activities across the Bahraini higher education sector. She served on the Steering Committee of the Bahrain National Qualifications Framework Project as well as participating in the pilot work of the General Directorate of Qualifications in the BQA. She has served on numerous audit panels internationally to assess the quality assurance arrangements of higher education institutions.

Prof. Dolina has had considerable executive management experience in both public and private higher education institutions, such as Pro Vice-Chancellor and CEO of Bond SA where she worked collaboratively with Bond University, Australia. As the founding Dean of Research and Postgraduate Studies of then Vista University, South Africa, she led the identification and development of research niche areas, whilst also serving as Acting Deputy Vice Chancellor for an academic year. She is the Editor-in-Chief of the accredited journal, The Independent Journal of Teaching and Learning of which she was the founding editor in 2006. She has published widely and has delivered numerous papers at conferences.

Prof. Dolina offers education and management consultancy to public and private higher and tertiary education institutions, and quality assurance agencies. She has successfully supported education institutions from schools to higher education institutions in strategic planning, quality assurance and accreditation, change management as well as research planning and capacity building.
PROGRAM DURATION
This program is of 3-days and is organized from 9:00 am - 5:00 pm with a one hour dedicated for lunch break and 2 coffee breaks of 15-20 min each. Kindly be informed that registration will take place on the first day of the program from 8:30 to 9:00.

TARGET AUDIENCE
• Directors and staff working in strategy development, strategic planning and institutional effectiveness
• Vice Presidents, Deans of colleges and schools and heads of academic support and administrative units involved with strategic planning

PROGRAM DELIVERY STRATEGY
This is an interactive program which uses a variety of methods such as:
• PowerPoint presentations
• Discussions
• Group and individual activities
• Role Play
• Video clips
• Group presentations
• Delegates will participate in discussions and work both individually and in small groups using strategic planning tools and techniques. They will produce and present their findings and formulate a roadmap for the future
• All CLICKS programs take place in 4 or 5 star hotels and are inclusive of lunch and two coffee breaks for each day of the program.

• The program fee for the 3-day is 3,000 AED. The Program fee is exclusive of the 5% VAT which is to be added.

• A 15% for individual registration and 20% for group registration early bird is available and ends on 1st March, 2020.

• Group discounts varying between 15-25% are available for groups of 3 and above are available depending on the date by which the group registered.

• Registration to any public program shall be done online through CLICKS’s website at www.cli-cks.com

• Registration is confirmed only upon receiving the full payment of the program fee. No on-site payment is accepted.

• A Certificate of Attendance will be issued to participants attending the entirety of the Program.
HOTEL DEALS FOR PARTICIPANTS

PULLMAN DUBAI CITY CENTRE, DUBAI, UAE
★★★★★
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