



Center for Learning Innovations &  
Customized Knowledge Solutions



Face to Face Workshop

## Integrated Strategic Planning and Risk Management

 Hotel Pullman Creek  
City Center, Dubai, UAE

October 23<sup>rd</sup>-25<sup>th</sup>, 2023

09:00 – 17:00 UAE Time

# Workshop Overview

A strategic plan is at the heart of any organization; it outlines the vision for the future and maps out the goals, initiatives and milestones needed to get there. Furthermore, it helps prioritize tasks, makes resource decisions, and gets everyone to work towards a shared vision and a set of agreed upon goal. Strategic plans must be understood and properly cascade to colleges, deanships and various units.

Through strategic planning, an institution can assess its internal and external environment using widely known tools such as PESTEL and SWOT analysis, articulate its vision and mission, formulate its strategies for the future, develop objectives, and set critical measures and actions for success. While doing so, an institution is expected to proactively identify, evaluate and mitigate risks that may prevent it achieving its strategic objectives. Managing risk has been widely acknowledged by scholars and professionals and a well-developed body of knowledge is available to guide efforts to do so. While traditional risk management approach may be siloed into operations and finance functions, the more holistic approach integrates with the strategic planning process to provide higher education leaders with vital information to address strategic and operational risks at various levels of the institution and facilitate decision-making.

Higher education institutions are still facing a perennial gap among academic and administrative staff in fully understanding the importance of strategic planning and risk management to their work, the crucial role they play in achieving their respective institutional and/or college' aspiration and what is required to implement and sustain their plans, which can collectively contribute to the failure in strategy execution.

This workshop is designed to provide a unique opportunity for executives in higher education institutions to learn and apply the process, tools, and techniques of the strategic planning process and how it integrates with risk management to provide an enterprise level perspective to effective risk-informed strategic execution and improved outcomes.

# Workshop Objectives

**By the end of the workshop, participants will be able to:**

- Understand and apply the 4-stage strategic planning process and its tools and techniques
- Understand the steps involved in the risk management process and its ingrates with strategic planning
- Learn how to use risk management tools to identify, evaluate and mitigate risks that could affect your institution's strategic objectives
- Learn how to formulate strategies for the future using value disciplines
- Translate the mission into measurable objectives and KPIs
- Learn how to cascade your institutional plan to other organizational units
- Learn how to close the loop of planning through effective review and reporting processes.

## Day 1

### Workshop Structure

#### Session 1

#### Fundamentals of Strategic Planning

- Strategic thinking and strategic planning: Why do we need both?
- Why planning fails?
- Strategic Planning Process: Ten (10) critical questions
- Barriers to strategy implementation

#### Session 2

#### Understanding your Environment

- P.E.S.T.E.L analysis
- Stakeholder Analysis
- Role of teaching and learning in driving AU strategy
- Identifying risks and constraints
- SWOT & TOWS Analysis

### Session 3

## Creating Synergies through strategy alignment

- Reflecting on the institution's vision, mission and core values and envision the future for their college/ units
- Cascading the institution's strategic plan through the institution
- Linking colleges/ units plans to the strategic plan

## Day 2

## Workshop Structure

### Session 4

## Formulating strategies for the future

- Defining your strategic priorities
  - Determining your strategy critical success factors
  - Defining your focus areas in the context of the institutional strategic themes
- Translating your strategy into goals, objectives, measures and initiatives
  - Identifying strategic goals and objectives
  - Developing Key Performance Indicators
  - Determining key initiatives

### Session 4

## Integrating risk management with strategic planning

- Understanding risk and risk management in the context of higher education
- The risk management process: key steps and outcomes
- Developing your strategic risk register
- Monitoring and reporting your key strategic risks

|| This is the first time I attend a workshop on strategic planning. I think it will have a strong impact on my way of thinking and dealing with different issues. the workshop was very efficient and the instructors were excellent and highly interactive

||

**Sr. Ghada Adel Abdel-Latif**  
MISR University, Egypt

## Session 6

## Creating Synergies through strategy alignment

- Cascading the institution's strategic plan through the institution
- Linking colleges/ units plans to the strategic plan

## Session 7

## Implementing Plans and Closing the Loop

- Keeping the planning process alive through effective governance, risk management and accountability
- Establishing a system for strategy monitoring and accountability
- Putting together your strategic plan

“ The interactive course on Strategic planning was really helpful in gaining clarity on how to contribute and be part of a team in the progression of a college to excellency. Thank you Clicks for your great effort in sharing knowledge on strategic planning and in guiding and helping the college team. ”

**Dr. Lovely M Annamma**  
Ajman University, UAE

“ It was so informative session for me to implement the process of strategic planning in my current work in health informatics field. It was new experience to me to be involved in my university development. ”

**Dr. Yomna Aly Khalifa**  
MISR University, Egypt

# Target Audience

The workshop may be of interest to:

- Senior Administrators (Presidents, VP's, Provost), Directors and staff working on strategy formulation, strategic planning and institutional effectiveness
- Vice Presidents, Deans of Colleges and Heads of Academic Support and administrative units involved with strategic planning
- Managers & Staff overseeing Risk Management

## Workshop Fees and Discounts

- The registration fee for the 3-day workshop is **3000 AED**. The fee include the workshop, in addition to workshop materials lunch & 2 coffee breaks on each day.
- Group registration discounts ranging from **15%-25%** are available for groups of 3 and above.
- For Individual Registration, [click here](#).
- For Group Registration, [click here](#).
- Registration is only confirmed upon receiving the full registration fee and is based on first come first serve basis.
- Participants attending the full 3-day workshop will receive their certificate of attendance at the end of the workshop

**Regular Fee**  
**3000 AED**

(After 15<sup>th</sup> September, 2023)

**Early Bird**  
**Registration Fee**  
**AED 2550**

(Prior to 15<sup>th</sup> September, 2023)



**LIMITED SEATS**  
**AVAILABLE**

## Mr. Mokhtar Benhadria

CLICKS's International Associate & Head of Quality Assurance Division,  
International Centre for Education in Islamic Finance (INCEIF), Malaysia

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Educated in the UK and having worked internationally for more than twenty years, Mokhtar's expertise and professional experience span areas such as organizational excellence, strategic planning, business process improvement, quality assurance and accreditation with a specific application to institutions of higher learning.

In his professional career, Mokhtar has provided leadership in a large number of situations requiring managerial interventions for improving organizational performance. In recent years, he has focused particularly on developing policies and strategic frameworks for driving innovation and improving the effectiveness of the education institutions. He has designed and delivered training programs and consultancies to several colleges and universities in Malaysia, UAE, Oman and Saudi Arabia.

His most recent engagement has been with the International Centre for Education in Islamic Finance (INCEIF) in Malaysia, where he has been instrumental in the university's achievement of the AACSB International accreditation. His training approach is context-specific, learner-centric and seeks to engage the participants in the process of finding solutions to real-life problems.

## **Dr. Narimane Hadj Hamou** Founder & CEO, CLICKS, UAE



Dr. Narimane is the Founder and the CEO of the Center of Learning Innovations and Customized Knowledge Solutions (CLICKS). Previously she was the Assistant Chancellor for Learning and Academic Development (Provost) at the Hamdan Bin Mohammed Smart University 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. She has assumed other leadership roles including acting as a Dean for Students Affairs, a Dean for Learning and Teaching and a Director of e-Learning.

Drawing on more than 22 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 since 2004 by leading many pioneering projects and initiatives.

She is Founder and was the first elected President of the Middle East e-learning Association (MEeA), led the establishment of the MENA Association of University Presidents and chairs the MENA Higher Education Leadership Forum.

Over the years she has delivered more than 160 keynote addresses and workshops and led numerous round-tables and panel discussions. 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 e-learning for several years.

Dr. Narimane consults for various HEIs across the region in areas related to QA, technology integration, governance and strategy development 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.



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