



Zairi International Awards

FOR EXCELLENCE IN HIGHER EDUCATION

REWARDING EXCELLENCE

IN HIGHER EDUCATION

Administered By



Endorsing Organizations





ABOUT Professor Mohamed Zairi



Recognized as a Guru and International Expert in the field of Total Quality and Excellence Management. Professor Zairi has influenced Quality Management Thinking for over 35 years. He was one of the pioneers of the Benchmarking concept, has published 5 books in this field including the first case study book on benchmarking applications in the World. He is the founder of the Benchmarking International Journal which is now in its 27th volume and the founder of Business Process Management Journal now in its 26th year. He was appointed as the first Professor in Best Practice Management globally. He is the only Academician who has written extensively about the role of Quality in all the 4 Industrial Revolutions. His latest focus is on quality in the digital era, and is one of the originators of the concept of Quality 4.0. His most recent books (7 of them) are all related to Quality 4.0 thinking.

His prolific scientific publishing efforts has earned him the second highest Google Citation Index (H-Index) in the field of Quality in the World. Professor Zairi has published over 70 books and 400 scientific papers. He has been recognized internationally for his unique contributions. He was the recipient of the Lancaster Medal, the Grant Medal from the American Society of Quality (ASQ), the Ishikawa – Harrington Medal from the Asia Pacific Quality Organization (APQO), the Yoshio Kondo Medal from the International Academy of Quality (IAQ), Lifetime Achievements Medal from the Australian Quality Organization (AQO) and several other international recognitions and awards.

Professor Zairi supported the Quality Movement all over the World. He played the role of catalyst through for example, being the Founder of Excellence Yorkshire and now North of England Excellence and acting as a Board Member for many years; acting as a Member of the UK Working Group for the Creation of EFQM; acting as a Member of the Group for the Creation of the British Quality Foundation and as a Founder and Chairman of the European Best Practice Benchmarking Award.

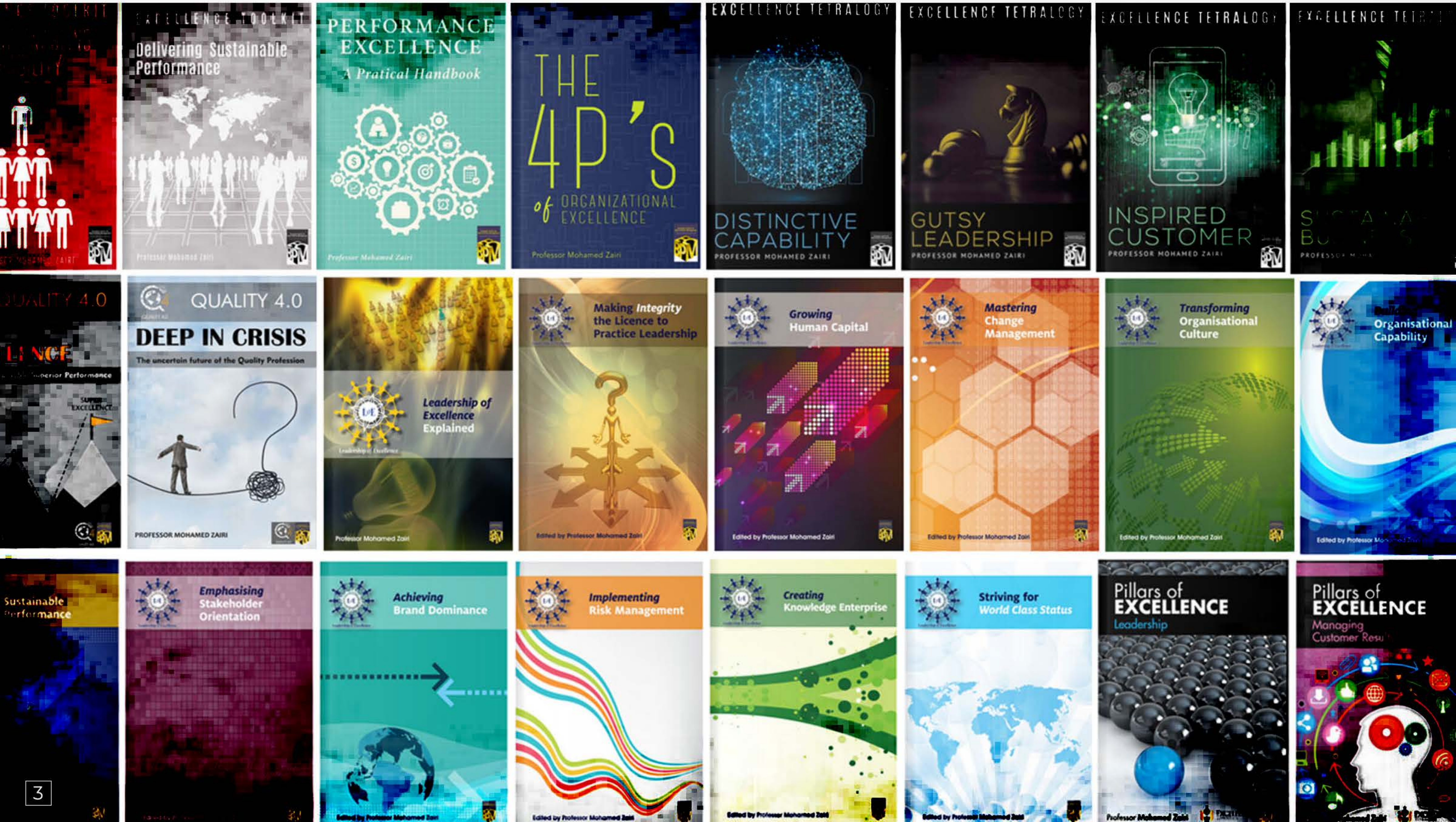


Until he passed away Professor Zairi was a Senior Advisor at the Prime Minister's Office (UAE Government). He is the chairman of the Jury of Abu Dhabi Government Excellence Program, Dubai Government Excellence Program and Sheikh Khalifa Government Excellence Program. He has played a significant role in growing the quality movement in the MENA Region over the last 25 years. He was the originator and co-founder of the Middle East Quality Association, the co-founder of the first eLearning University in the region (Hamdan Bin Mohammad Smart University) and the founder of 19 awards and medals.





SOME OF THE BOOKS Professor Mohamed Zairi





- The Award is a formal international recognition of Higher Education Institutions from across the globe that are creating impact in specific areas pertinent to research, digital transformation, community engagement, internationalization, equity etc.
- The Award is administered on an annual basis and is managed by the Center for Learning Innovations and Customized Knowledge Solutions (CLICKS) with the support of an international executive committee.
- Award recipients will be unveiled during an award ceremony gala dinner, details of which will be announced soon.
- The award criteria and process is endorsed by key leading organizations from across the globe including associations of universities and quality organizations.
- The Award aims at highlighting inspiring success stories of higher education institutions and celebrate institutions that have developed and implemented creative responses to current and ongoing issues in the sector.
- The Award is open to all private and public HEIs from around the world and aims at creating distinctive capabilities that drive achievement of outstanding performance.
- Submissions of HEIs should demonstrate what was unique about their institution and its achievements over the past 2-3 years and should include examples & other supporting documents.



Objectives



OBJECTIVE 1

To influence future collaborations and cross regional collaborations that could help shape the future of higher education.

OBJECTIVE 2

To celebrate excellence, inspiring efforts, innovation and success stories of higher education institutions across the globe.

OBJECTIVE 3

To infuse a culture of honest and ethical competition, while at the same time encouraging collaboration and knowledge sharing.

OBJECTIVE 4

To raise the profile of higher education institutions that are committed to creating real and sustainable impact through their digital initiatives, educational approach research and innovation, engagement with the community, internationalization & equity.

OBJECTIVE 5

To promote the transfer of best practices and 'know-how' among higher education institutions across the globe in various contexts and cultural settings



Award Categories



Award of Excellence for Digital Transformation

Award of Excellence for Outstanding
Not-for-Profit Contribution to the Community

Award of Excellence for Research Impact














Award of Excellence for Disruptive Education

Award of Excellence for Equity & Inclusion

Award of Excellence for Internationalization

Winners of the Previous Cycles



	Award of Excellence for Digital Transformation	Award of Excellence for Outstanding Not-for-Profit Contribution to the Community	Award of Excellence for Research Impact	Award of Excellence for Disruptive Education	Award of Excellence for Equity & Inclusion	Award of Excellence for Internationalization
2021-22 Cycle	 UEMF الجامعة الأوروبية المتوسطية بفاس EURO-MEDITERRANEAN UNIVERSITY OF FES UNIVERSITÉ EURO-MEDITERRANÉENNE DE FES The Kingdom of Morocco	 أكاديمية العلوم الصحية Academy of Health Sciences Syrian Arab Public	 UNISA university of south africa Republic of South Africa	 THE AGA KHAN UNIVERSITY Islamic Republic of Pakistan	—	—
2022-23 Cycle	 IUHS School of Medicine Saint Kitts and Nevis	 UNIVERSITY OF Global Health EQUITY Republic of Rwanda	 الجامعة الوطنية National University Science & Technology Sultanate of Oman	—	—	 UNIVERSITÀ CATTOLICA del Sacro Cuore Republic of Italy
2023-24 Cycle	 AUM American University Of The Middle East State of Kuwait	 جامعة سيدي محمد بن عبد الله UNIVERSITÉ SIDI MOHAMED BEN ABDELLAH Kingdom of Morocco	 THE AGA KHAN UNIVERSITY Islamic Republic of Pakistan	—	 SENSE KALEIDOSCOPIES Republic of India	 MUBS MODERN UNIVERSITY FOR BUSINESS & SCIENCE Republic of Lebanon

SPECIAL OUTSTANDING CONTRIBUTION

Outstanding Contribution
2021-2022 cycle

For its Outstanding Contribution to Research Leadership



Kingdom of Saudi Arabia

SPECIAL OUTSTANDING CONTRIBUTION

For its Outstanding Contribution to Digital leadership



United Arab Emirates





Zairi International Awards FOR EXCELLENCE IN HIGHER EDUCATION

Award of Excellence for Digital Transformation



Award of Excellence for Digital Transformation

Digital transformation has become a key priority for universities and colleges over the past few years which have been intensified by COVID-19 pandemic and the need to urgently transition to online learning. This award recognizes higher education institutions that successfully implemented digital transformation initiatives to

solve challenges, operate more efficiently and/or offer a more comprehensive student-centric learning experience that leverages on the use of technology.

This award aims at rewarding those institutions that keep inspiring others to push the boundaries of higher education technology and innovation.






AWARD OF EXCELLENCE FOR DIGITAL TRANSFORMATION

Selection Criteria



Digital transformation is a journey that impacts on the entire complex higher educational ecosystem; it requires specific capabilities and well-crafted strategies that can be defined from different perspectives. Hence, the award will take into consideration the following criteria

-  **Digital Transformation Strategy:** considers how the institution transforms or operates to increase its competitive advantage through digital initiatives and how is this integrated within its strategic priorities and plans.
-  **Student Experience:** reflects on how digital technologies has been adopted to create/enhance a student centric learning experience; this involves but is not limited to new modes of digital delivery and student services digitally enabled.
-  **Technology:** looks at the digital technologies and innovation that have been harnessed to implement digital transformation and how they align to the institutional strategic priorities and considers aspects of equity & access.

-  **Implementation & Results:** considers the execution and sustainability of the digital transformation strategy and how digital technologies are driving and enhancing the student learning experience, the institutional strategic management and the overall efficiency and effectiveness of the institution.
-  **Institutional Culture & Capacity Building:** reflects on how the institution has developed an organisational culture to support digital transformation at all levels and how it strives to build capacity among different stakeholders.





Zairi International Awards

FOR EXCELLENCE IN HIGHER EDUCATION

*Award of Excellence for Outstanding Not-for-Profit Contribution
to the Community*



Award of Excellence for Outstanding Not-for-Profit Contribution to the Community

This award seeks to highlight the incredible achievements of higher education institutions that stands out when it comes to engaging with the community including: volunteerism, community-based learning or research, outreach and fostering community partnership, and building institutional commitment to serving the community and public good.

HEIs submitting for this award must provide background about the community it is serving as well as the context of its activities prior to describing its activities and how it has involved students and staff to make a difference to the targetted community.



Zairi International Awards
FOR EXCELLENCE IN HIGHER EDUCATION


*Award of Excellence for Outstanding Not-for-Profit Contribution
to the Community*

AWARD OF EXCELLENCE FOR OUTSTANDING NOT-FOR-PROFIT CONTRIBUTION TO THE COMMUNITY

Selection Criteria



 **Stakeholders' Engagement:** considers the extent to which the institution engages various stakeholders in community based activities and the sort of opportunities and incentives available for students, alumni and staff to participate to engage.

 **Significance and Needs:** reflects on the extent to which institutional community-based activities focus on a specific community-identified need or opportunity.

 **Impact and Sustainability:** looks into how HEIs demonstrate a long-term commitment to community engagement that is measurable, relevant, sustainable and which offers tangible long lasting benefits to the community. It also takes into consideration evidences of community satisfaction and the impact created on the community.

 **Institutional Culture:** looks into how the institution has developed an organisational culture to support community engagement at all levels and how it strives to support various institutional stakeholders in engaging with the community.

 **Community Partnerships:** emphasizes on long term partnerships and collaborations established to maximize its potential for community engagement



Award of Excellence for Outstanding Not-for-Profit Contribution to the Community



Zairi International Awards

FOR EXCELLENCE IN HIGHER EDUCATION

Award of Excellence for Research Impact





Award of Excellence for Research Impact

This award recognizes higher education institutions which distinguish themselves through engaging in ground breaking research that addresses real world challenges whether social, economic, political, cultural or other and that has made a meaningful impact in our communities or had significant impact on the field/ discipline. The awards recognize and celebrate achievements in research.

It highlights notable research activities by higher education institutions which had tangible benefit and impact. Evidence of exceptional performance against specific indicators such as research output, innovation, external funding, etc. should be included.





AWARD OF EXCELLENCE FOR RESEARCH IMPACT


Selection Criteria



 **Research Priorities & Strategy:** This refers to the research key priorities identified by the institution and translated in its research agenda and which aim at solving local, regional or global problems or challenges in any disciplines and inclusive of all types of outcomes that solve problems (i.e., development of policy, product creation) or considerably impact the discipline .

 **Impact and Results:** considers institutional research output (i.e. publications, citations, patents, external grants etc.) of the institution, its quality and the impact it had.

 **Research Partnerships and Collaborations:** considers productive partnerships established within or outside of the sector to support the research priorities and agenda of the institution and for knowledge co-creation.

 **Innovative Approaches:** considers innovative approaches adopted by the institution to achieve real impact and how it can both sustain and grow its research.

 **Research Culture & Leadership:** focuses on the established institutional culture and environment in support of research, the type of support available for research and scholarly activities and demonstrated vision and leadership for research.



Award of Excellence for Research Impact



Zairi International Awards

FOR EXCELLENCE IN HIGHER EDUCATION

Award of Excellence for Disruptive Education





Award of Excellence for Disruptive Education

This award considers innovative and disruptive higher education institutions that stand out in their approach to shaping and re-imagining the future of higher education to meet the challenges of the rapidly changing world we live in.

This considers institutional level initiatives and projects that promote innovative and experimental approaches to education whether in relation to the design of new responsive, agile and non-traditional programs, or in re-inventing unique pedagogical

ways and methods to teaching and learning that empowers learners, focuses on the 21st century skills and that is aligned to the employability and market needs.

HEIs applying for this award will need to provide at least three examples of programs/projects as evidence that are seen as effective and efficient (if applicable) for the Institution and its context.










AWARD OF EXCELLENCE FOR DISRUPTIVE EDUCATION

Selection Criteria



-  **Forward Looking:** considers how higher education institutions are introducing new ideas in relation to programs and innovative approach to delivering learning while addressing problems of the 21st century and the extraordinary circumstances the sector is facing. It also looks into how these new ideas are translated into practice.
-  **Relevance:** considers how the initiative/project is addressing a significant issue or problem within the context of a given country or region.
-  **Transferable & Replicable:** takes into consideration the possibility of transferring and replicating the initiatives/projects (curriculum, pedagogical approaches, etc.) as a best practice in a different setting or context.

-  **Effective & Impactful:** looks into the success and tangible positive impact of the initiatives/projects and the type of changes and transformations which have been noticed since its implementation.
-  **Learners' Empowerment:** reflects on how the new initiatives/projects empowers learners to succeed in a disruptive and evolving business landscape. It takes into consideration how the HEIs is preparing its learners for in-demand skills for the jobs of the future including but not limited to training them on thinking critically, becoming lifelong learners and developing agility that will enable them to adapt to new jobs of the future.





Zairi International Awards

FOR EXCELLENCE IN HIGHER EDUCATION

Award of Excellence for Equity & Inclusion



Award of Excellence for Equity & Inclusion

The rapid expansion of higher education over the past few years together with growing technological advancements that led to the emergence of new models of technology enabled education, have made higher education accessible to more students globally. Yet it has also created significant barriers for vulnerable groups. The recent COVID-19 pandemic has amplified issues surrounding access and inclusion as we have witnessed a widening of the digital divide triggered by inequality in access to technology among students at all level. Making higher education more inclusive and accessible is embedded within the Sustainable Development Goals- SDGs 2030 (SDG 4) and perceived as one of the highest priorities of this decade that should be on the agenda of higher education institutions globally.

This award honours exemplary higher Education Institutions (HEIs) that embrace the value of equity and inclusion in their work and activities through sound leadership and well-articulated strategies.

It takes into account how institutions are developing and implementing innovative concepts for maximizing access, equity and inclusion- in their curriculum, teaching practices, research, community work, student engagement and support and other core functions of the institution. Institutional efforts that may be considered include but is not limited to : strategic initiatives and projects that are advocating diversity, access and equity; efforts made by the institution to foster a welcoming environment that is characterized by inclusivity and organizational equity; outreach, recruitment and retention efforts; the integration of innovative pedagogies that considers students' differences and advances students' understanding and commitment to equity and inclusion; programs that improve the institutional climate for minorities and vulnerable groups and advancing equity, diversity, and inclusion across research and innovation ecosystem among others.



Zairi International Awards
FOR EXCELLENCE IN HIGHER EDUCATION


Award of Excellence for Equity & Inclusion





AWARD OF EXCELLENCE FOR EQUITY & INCLUSION

Selection Criteria




 **Institutional commitment:** looks into the institutional short- and long-term commitment to provide and advance equitable and inclusive access to education and to cater diversity in students, faculty and staff in line with its mission and strategic priorities in order to addresses inequalities and identify pathways to resolve them. It takes into consideration how institutions exemplify the vision and ideals of inclusivity and equity.

 **Institutional Initiatives:** describes the extraordinary evidence-based efforts (i.e. projects, programs, initiatives, etc.), achievement and commitment to engaging in promoting and practicing access, inclusion and equity, such work should demonstrate outstanding leadership that is collaborative, sustainable, and must be linked to the institution's vision, mission and strategic priorities.

 **Relevance:** considers how the initiative/ project is addressing a significant issue or problem within the context of a given country or region.

 **Impact and Sustainability:** looks into how HEIs demonstrate a long-term commitment to equity and inclusion that is measurable, relevant, sustainable and impactful. It takes into consideration how the institution evaluates its work in this area and what measurable outcomes are resulting from such activities.

 **Transferable & Replicable:** takes into consideration the possibility of transferring and replicating the initiative(s)/project(s) undertaken by the institution as a best practice in a different setting or context.



Award of Excellence for
Equity & Inclusion



Zairi International Awards

FOR EXCELLENCE IN HIGHER EDUCATION

Award of Excellence for Internationalization





Award of Excellence for Internationalization

This award recognizes higher education institutions that are making significant, well-planned, well-executed, impactful and sustainable internationalization efforts while embracing innovative and creative approaches. It recognizes and celebrate the outstanding contributions of HEIs that are demonstrating institutional commitment to excellence and leadership in internationalization.



Zairi International Awards
FOR EXCELLENCE IN HIGHER EDUCATION

Award of Excellence for Internationalization




AWARD OF EXCELLENCE FOR INTERNATIONALIZATION


Selection Criteria



Internationalization in higher education requires specific strategies, plans, capabilities and resources that enables the achievement of impactful internationalization agendas and activities. In evaluating the applications, the following criteria will be taking into consideration:

 **Internationalization Strategy:** Looks into the institutional strategy and roadmap through which the institution leverages on internationalization to increase its competitive advantage and position itself globally through different projects, programs and initiatives and how such efforts are evident in the institution's mission, strategic priorities, plans and results. It takes into account how sustainable development factors have been integrated in the institutional internationalization strategy.

 **Institutional Efforts:** considers institutional projects, initiatives and efforts undertaken to support the institutional internationalization agenda including but not limited to international student enrolment, international faculty recruitment, international capacity building, faculty and student exchange programs, opportunities for faculty and students to access international experiences, campus experience for international students, establishment of international branch campuses and educational hubs and the internationalization of research, knowledge creation and dissemination. It also looks at what institutions do to integrate internationalization into the curriculum and the overall student experience.

 **Impact and Sustainability:** explores how the institution demonstrates its long-term commitment to internationalization that is measurable, relevant, sustainable and which offers tangible long lasting benefits to the institution and the community as a whole. It also takes into account how institutions continuously assess and measure progress and impact in this area.

 **Partnership and Outreach:** takes into consideration how HEIs have developed successful strategic partnerships and cultivated external relations that contribute to international efforts. Which internationalization models were developed through partnerships and what have they achieved; and how is the institution effectively and efficiently implementing such strategic partnerships?

 **Institutional Culture:** looks into how the institution has developed an organisational culture that supports internationalization at all levels; how does it reward such efforts and how are various stakeholders actively participate in planning, nurturing, and growing the depth and breadth of internationalization throughout the institution and its different activities.



Award of Excellence
for Internationalization



Application Guidelines



- ✓ Institutions of higher education from across the globe can apply for the award. The award application should be filled by one of the senior administrators of the institution and must be endorsed by the Head of the Institution (through a separate letter of endorsement that must be submitted along with the application).
- ✓ Applications that do not adhere to the submission guidelines and timelines or which are incomplete will not be considered. Notification of ineligible applications will be given by the secretariat of the Award.
- ✓ All applications and supportive documents should be submitted in English Language using the provided application form and list of evidences as applicable must be supplied.
- ✓ Applications are evaluated through a two-stage process based on the selection criteria.
- ✓ HEIs may not apply for two categories in the same cycle.



What should the Application Include?

Applications should use the appropriate award application form available in both word and pdf version. The application itself should be no longer than 5 pages in length. Appendices are to be included to present evidences and examples.

A letter of endorsement by the Head of the Institution (i.e. Rector, President, V.C) should be accompanied with the application.

Broadly the application should include:



DESCRIPTION	JUSTIFICATION	INNOVATION	EXAMPLES	ADAPTABILITY
Details of the institution, its context and initiative(s) undertaken along its aims ✓	why should the HEI be considered for this award based on the stipulated criteria ✓	How did the HEI take into account various perspectives, resources, or partnerships- innovation is judged based on the context of the award ✓	Tangible examples of the impact, effectiveness and sustainability of the project(s) / initiative(s) undertaken by the HEI ✓	How the project(s) / initiative(s) can be adopted, transferred and replicated in different contexts. ✓






Selection & Assessment Process

The Assessment of all application will take place between December and February. The assessment and selection process will be conducted in an independent, fair, consensus based and transparent manner. It will be carried out virtually as per the following steps:









-  **Screening:** All applications will be screened first by the Executive Committee to ensure they meet the submission guidelines and criteria. (Mid December)
-  **Assessment:** An assessment committee comprising of 6 to 12 international higher education/quality experts is responsible for evaluating the applications and will propose 3 finalists for each award and the information provided in the application forms. The Assessment Committee may request further information or clarifications if needed.

-  **Jury Selection:** The finalists' applications for each award category will be reviewed by a Jury composed of (3) prominent experts drawn from government, international organizations or higher education institutions. The Jury as part of the selection process before deciding on the winner may request a virtual meeting of no longer than (20) minutes with the leadership of the institution prior to making its final decision. The Jury will then discuss and select the winner for each category of the award.



The Awards Executive Committee

The Executive Committee is responsible for managing the daily process of the Awards and act as the permanent secretariat of the Awards. The Committee:

-  Manages the application process, screening process and communicate with applicants.
-  Creates awareness about the awards at a global level.
-  Supervises the organizational and administrative process of the awards.
-  Seeks sponsorship and financial resources to support the awards.
-  Follows up and addresses any issue that has major implications for the awards.
-  Promotes the awards and invites submissions to the awards.
-  Provides feedback and recommendations about the methodology and process of award evaluation and selection to enhance future editions of the awards.
-  Performs any other tasks as mandated.

THE AWARDS EXECUTIVE COMMITTEE - CHAIR



Dr. Narimane Hadj Hamou

Founder and CEO, the Center of Learning Innovations and Customized Knowledge Solutions (CLICKS), UAE

Dr. Narimane Hadj-Hamou is Founder and CEO of the Center for Learning Innovations and Customized Knowledge Solutions (CLICKS) - www.cli-cks.com established in 2012 as a private 'not for profit' organization with the primary purpose of supporting the healthy growth and development of the higher education sector in the Arab region via the provision of capacity building opportunities, the transfer of 'know-how', and the offering of 'fit for purpose' consultancy services. The Center works today with more than 100 Higher Education Institutions and has trained almost 10,000 members of the higher education community across its various areas of expertise. Prior to establishing CLICKS, she was the Assistant Chancellor for Learning and Academic Development (Provost) at the Hamden Bin Mohammed Smart University (HBMSU) in Dubai, UAE where she has established and led the academic, research and eLearning vision and strategy of the first online University to be recognized and accredited by the Ministry of Higher Education and Scientific Research in the UAE (2003 through 2012). In her role as the Assistant Chancellor for Learning and Academic Development and as a Dean earlier, she has been involved with the leading the design, development and accreditation of several programs including doctoral degrees and in leading the institution efforts to move from a College (le-TOM College) to a university status. She has also been involved with establishing international links with leading universities and organizations globally.

Dr. Hadj-Hamou is the founder of several regional Initiatives; she has established (2008-2009) the Middle East eLearning Association (MEeA); one of the first Arab regional non-for-profit associations addressing eLearning in the MENA region and was elected as its first President. Prior to that she has launched and chaired for several years during her work at the HBMSU the eLearning Excellence Forum/HBMeU Congress known today as Innovate Arabia. In 2013 in collaboration with the Arab Association of Universities she led the formation of the MENA Association of University; 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. In the same year she led the launch of the MENA Higher Education Leadership Forum (www.menahelf.com) which she chairs as a regional high level gathering of higher education leaders and decision makers from across the globe.

Dr. Hadj-Hamou's research interest is around the use of innovative pedagogies and modern technologies in higher education (including online, blended learning and flipped learning) as she holds a PhD in software engineering and a Bachelor and Master in computer Science. Over the years, she has established interest also in aspects of quality and quality assurance in higher education. Dr. Narimane is a highly sought speaker and trainer and has throughout her career delivered and facilitated over 150 of local, regional and international keynote addresses, workshops, roundtables and panel discussions in many countries including Hungary, Germany, Lebanon, Malaysia, France, the UK, Qatar, Sudan, Italy, Egypt, Morocco, China, the USA, South Africa, the UAE among many others. More recently with the pandemic, she has been involved in faculty capacity building in the areas of online learning and trained more than 3000 academicians on aspects of course design, assessment, online teaching, quality assurance and academic advising.

Dr. Hadj-Hamou acts on numerous occasions as a consultant for different UNESCO regional offices mainly supporting the development of quality higher education and the embracement of new forms of learning such as e-learning. She was previously involved with the European Training Foundation and serves as an external reviewer for external quality assurance agencies in the region. She was instrumental in reviewing most recently the NCAAA Saudi Standard for Online Learning.

Dr. Hadj-Hamou receives different recognitions, among which she was in 2014 recognized for her contribution to the field by Forbes Magazine who listed her among the 200 Most powerful Arab Women. In 2016 she received the Arab Women Award for the Education category and in 2017 received the Influential Education Leader Award at Cambridge University in the UK.



THE AWARDS EXECUTIVE COMMITTEE



Dr. Jorge Román

International Consultant in Business Excellence & Benchmarking, Dubai Police Headquarters, UAE

Dr Jorge Román is currently an International Consultant in Business Excellence & Benchmarking at Dubai Police Headquarters. He has a PhD in Management from Lleida University in Spain, and is a Mechanical Engineer with an MBA (NSU, Tulsa-Oklahoma, USA). Dr Román's areas of expertise focus on the application of quality improvement to business in service and products (Benchmarking for Best Practices, Lean Management, Business Excellence Framework).

Global Presence: Speaker in Business Excellence & Benchmarking at local, regional, national and international. levels. Over 50 presentations. around the world (UAE, Singapore, USA, Russia, Saudi Arabia, New Zealand, Kuwait, Philippines, China, Malaysia, Iran, Argentina, México, Guatemala, Costa Rica, Peru, Colombia, Venezuela and Chile).

He has written two books, "Six Steps to Building a Culture of Quality", and "Business Process Management Applied to Business Excellence & Benchmarking", both available on amazon (kindle & paperback versions).



Dr. Julie Furst-Bowe

VP for Academic Affairs, Arkansas Tech University, USA

Dr. Julie Furst-Bowe is a higher education consultant specializing in accreditation and performance excellence. With more than 20 years of experience in senior leadership positions at colleges and universities, including Provost and Chancellor, Dr. Furst-Bowe has worked with institutions around the globe on academic programming, integrated enrolment management, quality improvement, strategic planning and systems thinking. Dr. Furst-Bowe currently serves as a reviewer for the Higher Learning Commission and an assessor for the Government Excellence Management programs in the UAE. She has been recognized with Fellow status from the American Society for Quality and received her doctorate in education from the University of Minnesota. Dr. Furst-Bowe has published numerous articles and edited two books on quality improvement in higher education. She continues to teach graduate courses in Career and Technical Education leadership at the University of Wisconsin-Stout, the first and only university to have received the Malcolm Baldrige National Quality Award.



THE AWARDS EXECUTIVE COMMITTEE



Prof. Ghassan Aouad

*Chancellor, Abu Dhabi University,
United Arab Emirates*

Professor Ghassan Aouad is the Chancellor of Abu Dhabi University, United Arab Emirates. Prior to that he was the President of Applied Science University since November 2014. He spent five years in the Department of Civil and Building Engineering of Loughborough University, where he obtained his MSc in Construction (1987) and his PhD entitled Integrated Planning Systems for the Construction Industry (1991). In 1992, Professor Aouad joined the University of Salford as a Research Fellow and progressed through to the role of Pro Vice Chancellor for Research and Innovation and Dean of the College of Science & Technology before he left in December 2011. During that time, he successfully supervised 24 PhD students, externally examined 52 PhD students, authored 3 major research books and co-authored one book, generated more than £10M in research funding as Principal Investigator and £8M as Co-Investigator, published 92 papers in top rated refereed journals, delivered more than 50 keynote speeches and invited lectures, and presented his work in more than 42 countries. In January 2012, he became President of the University of Wollongong in Dubai (UOWD) and in May 2013, he became Vice President for Academic Affairs at Gulf University for Science & Technology (GUST) based in Kuwait. Furthermore, Prof Aouad was appointed as Vice President of the Chartered Institute of Building (CIOB) in March 2010 and became President in June 2014 for a year. In July 2016, Professor Aouad received an Honorary Doctorate of Technology from Loughborough University in the UK.



Prof. Pedro Saraiva

*Vice Rector, NOVA University of Lisbon,
Portugal*

Diploma from the University of Coimbra, Portugal (1987) and PhD in Chemical Engineering from MIT, USA (1993); Assistant (1993-2001), Associate (2001-2010) and Full (2010-) Professor at the Department of Chemical Engineering at the University of Coimbra; Dean of NOVA-IMS (Information Management School at the Nova University of Lisbon (2018-); Member of the Portuguese National Parliament (2009-2012 and 2012-2015); Pro-Rector of the University of Coimbra (2003-2004 and 2005-2006); Vice-Rector of the University of Coimbra (2007-2009); Advisor of the President of Portugal for Higher Education (2006-2009); First receiver of the Feigenbaum Award (1998) by ASQ (American Society for Quality); Receiver of the Yoshio Kondo Award (2019); Associate (2010-2015) and then Full Member (2015-) and of the International Academy for Quality (IAQ) where he is also the Chair of the Think Tank for Quality in Education (2016-); Vice-President (2018-2020) and President (2021-2023) of the Board of the Portuguese Association for Quality (APQ); Vice-President of the Executive Board of the European Organization for Quality (2020-), where he is also a member of the European Quality Trademark team that created and is managing this project (2020-); Vice-President and Member of the Board of Trustees of IAQ (2021-); Board Member of the American Society for Quality (ASQ) (2022-). Has participated in many projects regarding Quality Management, Excellence Models, Quality in Education and Quality in Higher Education, both in Portugal and abroad (e.g. Poland, United Arab Emirates, Abu Dhabi, Dubai, Mexico, Saudi Arabia, Slovenia); Has participated in international panels for Higher Education Quality Assessment conducted by the Accreditation Agencies of Oman and Mauritius; Has been collaborating with OECD and the European Commission in the development and application of a self-assessment platform for evaluating the innovation and entrepreneurial environments and initiatives carried out by Higher Education Institutions (HEInnovate); Author of over 100 papers published in indexed journals (Scopus) and several books in the fields of quality, entrepreneurship, innovation and PSE, he has also supervised over 10 PhD students in different areas of Quality Management and Process Systems Engineering.



THE AWARDS EXECUTIVE COMMITTEE



Prof. Mohamed AICHOUNI

Professor, Engineering College, University of Hail, Saudi Arabia.

Mohamed AICHOUNI is currently a Professor at the Engineering College, University of Hail, in Saudi Arabia. He earned a PhD degree in Mechanical and Aeronautical Engineering from the University of Salford, Manchester, Great Britain in 1992 and a Bachelor degree in Marine Engineering (Mechanical and Power Machinery) from the University of Sciences and Technology of Oran (Algeria) in 1987.

He has been in academia since 1992. He worked as an assistant professor to professor, at the Faculty of Sciences and Engineering, University of Mostaganem (Algeria), then at the university of Hail, Saudi Arabia since then.

During his academic career, he has been acting as a Principal Investigator and Leader of several Research Projects funded by big organizations both in private and government (Mualeem Mohamed Bin Ladin Research Chair on Quality Improvement in the Construction Industry; Principal Investigator of the "The 2030 Skills: A Foresight Study of Skills and Employment Landscape in the Perspective of the Saudi Vision 2030", funded by the Research and Development Office (RDO), Ministry of Education for 1 year (Dec 2019 - Dec 2020), and Director and Research Team Leader (PI) for the Project "Program for Creativity and Innovation Skills Development through Quality and Organizational Excellence Concepts" funded by the Ministry of Higher Education for 2 years (October 2014 - October 2016). He is the Scientific Head and Founder of the Master Program "Quality Engineering and Management", at the College of Engineering, Hail University, (launched fall 2015)

As an IRCA registered auditor for ISO 9001:2015 QMS, King Abdulaziz Quality Award Certified Assessor and quality expert, he helped many Government and charity organizations and businesses to implement quality management systems and process improvement initiatives with substantial results. He served as Chair and member of the organization committees for several national and international conferences including the 4th National Quality Conference (NCQ4) and the Saudi Conference and Exhibition on Quality in Industry (QUALEX 2017, QUALEX 2018) and the International Engineering Conference (UoH, Nov 2018).


Prof. Mohamed supervised more than 30 PhD and MSc Theses in areas of engineering and management, and he has been the external examiner of more than fifty Master and PhD theses in the area of thermo-fluids engineering, metrology and Quality Engineering. He published more than 100 Scientific Papers in Refereed (ISI) Journals, international conferences and 11 textbooks.


During his academic carrier Prof Mohamed acted at top management positions at higher education institutions. He served as Vice Rector in charge of Post-Graduate Studies and Scientific Research, at the University of Mostaganem, Algeria, (during 1993 - 2001) and Quality Director and General Supervisor at Hail College of Technology, Saudi Arabia, (during the period April 2005-Jan 2007), and Vice Dean of Academic Affairs, then of Post graduate Studies at the College of Engineering, UoH (2009-2017).






The Awards Assessment Committee

 All submissions will be evaluated by an international independent Assessment Committee against the criteria stipulated for each award and the list of shortlisted institutions will be sent to the jury for selection. The Assessment Committee is responsible for thoroughly reviewing every application, provide objective measure and feedback, and shortlist as the three top submissions for each category.

 The Assessment Committee members assist the Awards Executive Committee with the periodical review and weighting of the awards criteria.

 The Assessment Committee consists of 6-12 international experts that are appointed for a term of three years which is renewable. The number of committee members may be expanded as the award grows in its outreach.

 Applications or nominations of institutions which committees or jury members are associated with cannot be considered for the award.

THE AWARDS ASSESSMENT COMMITTEE



Dr. Larry Johnson

President and CEO, EdFutures, USA

Dr. Larry Johnson is an acknowledged expert on the long-term trends and patterns in all things digital, to include social media, mobile technologies, networks and the cloud, and much more. He has devoted the bulk of his formal career to understanding and articulating the arc of digital technology, via research, reports, books, papers, and for more than a decade as an acclaimed and globally in-demand public speaker.

Over his career, he has produced dozens of significant publications, including six books, six book chapters, 14 peer-reviewed journal articles, and 41 major technical reports. In 2008, he was asked to provide Congressional Testimony about his research into the uses of virtual environments. His work led to invitations to give more than 125 keynote addresses at prestigious national and international conferences and forums all over the world.

Johnson's educational background includes an MBA in Finance, a Ph.D. in Education, and a postdoc at Harvard University. Among many other recognitions, Dr. Johnson has been honored as a Distinguished Graduate by the University of Texas at Austin and in 2015 was named as one of the Top 50 Education Influencers globally.



Prof. Ahmed Bawa

*Former Chief Executive Officer,
Universities South Africa, South Africa*

Ahmed Bawa was the former CEO of Universities South Africa. Until 2016, he was Vice-Chancellor and Principal of Durban University of Technology. He also served as Deputy Vice-Chancellor and Principal of the Durban Centre of the University of Natal (later to be the University of KwaZulu-Natal).

At the City University of New York, he was faculty member in the Department of Physics and Astronomy at Hunter College and a member of the doctoral faculty at the Graduate Center. He was appointed Associate Provost for Curriculum Development. He holds a PhD in Theoretical Physics from Durham University in the UK.

As the Program Officer for Higher Education in Africa with the Ford Foundation he led the Foundation's African Higher Education Initiative. In this portfolio he worked in South Africa, Namibia, Kenya, Tanzania, Uganda, Nigeria, Ghana, Egypt and Palestine.

He serves on a number of advisory boards such as the South African Institute of Distance Education, the Centre for the Aids Programme of Research of South Africa and the Higher Education Support Programme of the Open Society Foundation.



THE AWARDS ASSESSMENT COMMITTEE



Robin Mann

*CEO, Best Practice Competition,
New Zealand*

Dr. Robin Mann is the founder of the TRADE Best Practice Benchmarking Methodology - a systematic approach for effective benchmarking - to identify and implement best practices. Dr Robin Mann is an expert consultant and advisor for the Asian Productivity Organization and is frequently assigned to assist national productivity organizations with developing and providing benchmarking and business excellence services. Dr Robin Mann is chairman of the Global Benchmarking Network which represents over 23 countries.



Prof. Maurits Van Rooijen

*Group Rector & Chief Academic Officer,
Global University Systems UK and
Rector & President University of Europe, Germany*

Professor Maurits van Rooijen is Group Rector and Chief Academic Officer of Global University Systems (GUS). In addition to this role, on 1st September 2019, Professor van Rooijen was appointed as Rector of the University of Europe for Applied Sciences. He is also Chairman of IBAT College Dublin and GISMA Germany. He studied and lectured at Utrecht University before joining the Erasmus University Rotterdam. In 1993 he moved to the University of Westminster, London from which he retired as Executive Vice President when he took up the position of Rector Magnificus and CEO of the Dutch 'corporate leadership' university, Nyenrode. In 2012 he joined forces with the entrepreneur Aaron Etingen and Global University Systems was created.

Professor van Rooijen has held visiting and honorary appointments at universities globally in his academic field (sustainable urbanisation) and has published widely on international education and university management. He is actively involved in various international organisations. He is the former President of the Compostela Group of Universities (2008-2016) and is the long serving co-chairman of the World Association for Co-operative and work Integrated learning. He holds various international awards including the Constance Meldrum prize for Vision and Leadership (EAIE 2012) and the Emblema Ouro or Golden Insignia of the Universidad Santiago de Compostela (2014).



THE AWARDS ASSESSMENT COMMITTEE



Dr. Susanna Karakhanyan

Director, Higher Education Regulation & Licensing Division,
Abu Dhabi Department of Education and Knowledge (ADEK),
United Arab Emirates

Currently, Dr. Karakhanyan is employed by the Abu Dhabi Government as Higher Education Regulation & Licensing Director at the Abu Dhabi Department of Education and Knowledge in the United Arab Emirates. She is also Immediate Past President of the International Network of Quality Assurance Agencies in Higher Education (INQAAHE), which is a global umbrella network of tertiary education quality assurance providers, which brings together more than 350 members worldwide. She consults governments on policymaking, governance as well as external and internal QA systems in a diversity of contexts globally.

Dr. Karakhanyan's expertise evolves around tertiary education in general and policymaking, governance and quality assurance in particular. Her expertise has been widely sought after by a diversity of systems and cultures. She has worked with around 35 governments, authored, and delivered capacity building events and external reviews of governance structures, legal and policy frameworks, and QA systems worldwide. She has led a variety of projects under the auspices of the Council of Europe, UNESCO, the

World Bank, the Asian Development Bank, Open Society Institute, IREX, to name but a few. All the projects address higher education reforms in general and diversity of aspects in legal and policy frameworks, policymaking, governance, quality assurance and core values of higher education, in particular. Her service has been acknowledged in a diversity of contexts and systems globally.

Dr. Karakhanyan holds M.S.Ed in Educational Administration/Leadership from the University of Pennsylvania, the USA and PhD in Social Sciences from Radboud University Nijmegen, the Netherlands. Her research interests focus around higher education governance and administration, reforms, policymaking, policy diffusion and transfer, and external and internal quality assurance.

Her research background has helped her tremendously in the establishment of new and evaluation/review of existing tertiary education systems in a diversity of contexts at the global level with aim of promoting relevance, efficiency in operations and transformative power of tertiary education.



THE AWARDS ASSESSMENT COMMITTEE



Dr. Fanta Aw

*Executive Director and CEO,
Association of International Educators (NAFSA),
USA*

Dr. Fanta Aw has been a dedicated member and leader within NAFSA since 1996 and currently holds the position of Executive Director and Chief Executive Officer. From 2013 to 2016, she served as NAFSA's President and Board Chair. Dr. Aw is a recognized and highly respected figure in the fields of international education and higher education administration.

Dr. Aw spent her academic and professional careers at American University (AU) in Washington, D.C., where she pursued multiple degrees at the institution, culminating in a PhD in sociology with a focus on international education, social stratification, and transnational migration. Throughout her extensive tenure at AU, Dr. Aw held numerous leadership positions, most recently serving as Vice President of Undergraduate Enrollment, Campus Life, and Inclusive Excellence. Notably, she received recognition as an award-winning teacher, having fulfilled the role of Hurst Senior Professorial Lecturer at AU's School of International Service. In 2023, Dr. Aw's remarkable AU contributions were honored with the

Neil Kerwin Alumni Achievement Award. Furthermore, she actively participates as a member of the Global Advisory Board of Times Higher Education and has previously chaired the board of ETS TOEFL.

Originally hailing from Mali, West Africa, Dr. Aw has resided in both East and West Africa, as well as the United States, fostering a broad and diverse cultural perspective. Her passion for global experiences has led her to explore nearly 60 countries. Dr. Aw is a frequent keynote speaker, sharing her expertise on various topics including international educational exchanges, diversity and inclusion in higher education, and U.S. immigration. Her expertise has been acknowledged by major global media outlets, including CNN, Agence France Press, USA Today, Washington Post, The Chronicle of Higher Education, National Public Radio, Middle East Broadcast Corporation, and China Daily.



THE AWARDS ASSESSMENT COMMITTEE



Waldemar Siwinski

President and Co-founder, IREG Observatory on Academic Ranking and Excellence, Poland

Waldemar Siwinski, president, and co-founder of IREG Observatory on Academic Ranking and Excellence, and the founder of the “Perspektywy” Education Foundation, Poland. Under WS leadership “Perspektywy” for over two decades has been producing professional rankings of universities and high schools in Poland as well as promoting and supporting development of higher education.

WS has extensive and rich media background as a writer, journalist, and manager. WS served as president of the Polish Press Agency (PAP) and was on the boards of the European Alliance of News Agencies (EANA) and the European Press Photo Agency (EPA); he was chairman of the Conference of Polish Media and a member of the International Press Institute.


WS in early 1990’ founded the first magazine on computers in Poland called “Bajtek”. WS is the author of several books including a documentary book on the disaster at the nuclear plant “Chernobyl” in Ukraine. He has published several articles on university rankings and higher education.


WS is a graduate of the Warsaw University of Technology (Electronics); he also studied at the postgraduate School of Diplomacy in Warsaw. WS received several prestigious awards and distinctions.






Jury Panel

 The Jury panel is an international jury consisting of independent highly recognized experts of the field of excellence and/ or higher education that will be charged with evaluating the nomination made by the Assessment and committee and determining the winner.

 The Jury is appointed for three cycles and will elect among its members a chair.

 If the jury feels that the pool of nominees is too small or of insufficient quality to enable a suitable selection, the jury may solicit additional nominations. Nominations made as a result of such solicitations must take the same form as other nominations, and are considered on an equal basis with them.



JURY PANEL



Prof. Francisco Marmolejo,
*Higher Education President,
Qatar Foundation, Qatar*

Francisco Marmolejo is since February 2020 the Education Advisor of Qatar Foundation in Doha, providing support and advice at QF's unique educational disruptive innovation eco-system. During 2012-20, he worked at the World Bank, where he served as the Global Higher Education Coordinator, based in Washington, DC., and as Lead Higher Education Specialist for India and South Asia, based in New Delhi. From 1995 to 2012, he served as founding Executive Director of the Consortium for North American Higher Education Collaboration at the University of Arizona, where he also worked as Assistant Vice President and Affiliated Researcher at the Center for the Study of Higher Education. Previously, he has been American Council on Education Fellow at the University of Massachusetts, Academic Vice President of the University of the Americas in Mexico, and International Consultant at OECD in Paris. He has honorary doctorate degrees from his Alma Mater, the University of San Luis Potosi, and the University of Guadalajara in Mexico.



Chair

Dr. Peter J. Wells
*Head of Education, Regional Office
of Southern Africa, UNESCO*

Since 2016, Peter has lead UNESCO's priority area of quality higher education with an emphasis on widening access, quality assurance and academic mobility, the latter reinforced by the Global Convention on the Recognition of Qualifications concerning Higher Education adopted in 2019. Dr. Wells' current priority is UNESCO's 3rd World Conference on Higher Education which will take place in Barcelona in May 2022 – a key landmark event which takes place once every 10 years and which will set the roadmap agenda for higher education for HE and the 2030 SDG Agenda. He also co-leads on the UNESCO Qualifications Passport for Refugees and Vulnerable Migrants initiative that aims to support access to learning and employment opportunities for displaced persons. Prior to taking up his current post, Peter was a Higher Education Specialist and Director of the UNESCO's European Centre for Higher Education for ten years. He is author of strategy papers and monographs on the topic of higher education reforms, quality assurance, and inclusion in national HE systems. Originally from the UK, Peter has taught at the HE and TVET levels in the USA, Poland, the UAE and Romania. He holds a Master's degree in International Relations and a PhD in Quality Enhancement of Higher Education Systems.



Dr. Rimah Saleh Imah Alyahya
*Member of KSA Shura Council and Former
Deputy Minister of Private Higher Education,
Ministry of Education, KSA*

Dr. Rimah Alyahya was raised in the United States of America and completed her elementary, intermediate and secondary education with honors in Monroeville, Pennsylvania. She then procured her higher education in Riyadh, Saudi Arabia completing her Bachelors and Masters degree in English Literature from King Saud University in Riyadh, Saudi Arabia. She then went on to complete her Ph.D in English Literature from Princess Nora University with high honors and was one of the first Saudi women to have her Ph.D thesis recommended for public publishing. Immediately following her graduation in 2005, Dr. Rimah was appointed Chairperson of the English and Translation Department in PNU for three consecutive years. She has also taught English Literature Courses in PNU, Prince Sultan University and The Open Arabic University for several years. The Ministry of Higher Education has asked Dr. Rimah to research several issues concerning the level of educational aptitude in Saudi Arabia which have had excellent results. She has published much research in English Literature in renowned journals with high impact factors, her focal area of interest being immigrant literature. Dr. Rimah was awarded the title of Goodwill Ambassador for Peace and Women's development in Saudi Arabia in 2016 as well as winning the Educational Leadership Award in the same year. She was appointed as the first female Vice Rector of Prince Sultan University for 7 years and then was appointed as one of the first Female Deputy Ministers in the Ministry of Education holding the title of Deputy Minister for Private Higher Education. She is currently a member of the Saudi Shura Council.



Considerations

Assessors and jurors need to state a potential conflict of interest with any of the submitted applications and will not be able to evaluate, vote on or comment on these applications. These applications will be assigned to another assessor or juror.





What do Award Recipients Receive?



-  **Award Book:** Award winners projects and initiatives will be featured in the Award booklet and website. They will also be shared on social media and with CLICKS global higher education community.
-  **Presenting at the MENA Higher Education Leadership Forum:** Representatives from Award winning institutions are given the opportunity to present their work at the MENA Higher Education Leadership Forum. One complimentary full pass will be provided for representatives from each nominated institution (confirmation of attendance should be received 30 days prior to the event).
-  **Formal Recognition:** Award winners will be announced during the biennial MENA Higher Education Leadership Forum organized in Dubai, UAE or at a Awards Ceremony gala dinner on years where the forum is not organised
-  **Media Exposure:** Award winners will benefit from media exposure and increased global awareness about their institution and projects/ initiative.





Previous Sponsors

















Sponsorship Opportunities

A key benefit of sponsoring the awards is that it associates the sponsor organization with the awards. It enable sponsors to contribute to celebrating the amazing achievements of higher education institutions across the globe. Sponsors will be announced against specific awards.

By becoming sponsor to the awards, organizations' brand is promoted directly to over 1000 higher education institutions worldwide over many months across a range of communications channels, including email, direct marketing and social media, as part of an integrated marketing plan.

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Sponsorship for Each Award Category

**Gold Sponsor
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- Organization Logo on the Award brochure, mailers and other promotional materials pre, during and post award.
- Social media promotion
- Inclusion of logo on roll-ups and other promotional materials
- Three complimentary passes to the awards' ceremony.
- Access to the Forum guests' list.
- A table (along two chairs) for organizational promotion to display literature plus banner space in the pre-function area.
- Recognition during the awards' ceremony as a Gold Sponsor (Plaque to be handed)

**Silver Sponsor
3,500 USD**



- Organization Logo on the Award brochure, mailers and other promotional materials pre, during and post award.
- Social media promotion
- Two complimentary passes to the awards' ceremony.
- Access to the Forum guests' list.
- Recognition during the awards' ceremony as a Silver Sponsor (Plaque to be handed)

**Bronze Sponsor
2,000 USD**



- Organization Logo on the Award brochure, mailers and other promotional materials pre, during and post award.
- Social media promotion
- One complimentary pass to the awards' ceremony.
- Recognition during the awards' ceremony as a Bronze Sponsor (Plaque to be handed)





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Kindly use an official stamp of your organization next to the signature. Upon receipt of the form, we shall contact you with details on payments and to collect your organization's information.

About CLICKS



Center for Learning Innovations & Customized Knowledge Solutions

The Center for Learning Innovations and Customized Knowledge Solutions (CLICKS) has over a decade of experience working across the region and beyond in helping higher educational institutions of all types address strategic issues pertinent to governance, quality assurance, teaching and learning, strategy formulation, technology integration among others.

In line with its six areas of expertise

- 1) Leadership Development and Governance
- 2) Strategy Development
- 3) Quality Assurance and Accreditation
- 4) Innovative Learning and Teaching
- 5) Research
- 6) Student Support and Academic Advising

CLICKS has been involved in training and consulting for over 180 higher education institutions and has developed a robust portfolio of professional development programs ranging from webinars, short courses and workshops to certificate programs. In addition, to its diverse range of industry specific fit-for-purpose consultancy services.

CLICKS works with several international partners to deliver its programs and services. In addition, the center is actively engaged in establishing dynamic platforms where people come together to discuss issues of relevance to the sector; this includes the establishment of the MENA Higher Education Leadership Forum and the MENA Association of University Presidents in 2013, the initiation of the In-conversation with CLICKS virtual panels in 2020, and the Zairi International Awards for Excellence in Higher Education in 2021 among others.



**Leadership
Development
& Governance**



**Innovation
In Learning
& Teaching**



**Quality
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Accreditation**



**Strategy
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