



CLICKS International Associates Roles & Responsibilities

In pursuing its vision and mission, CLICKS leverages regional and international expertise, continuously expanding its pool of international associates.

These associates are Subject Matter Experts (SMEs) who engage with the Center in long-term partnerships, playing a vital role in helping CLICKS achieve its objectives and deliver services of the highest quality. Associates of the Center are carefully selected, mentored, and guided by CLICKS. They are chosen based on their alignment with CLICKS' vision, values, and shared passion.

The appointment of associates is generally guided by the following principles:

- Associates are experts who are not full-time employees of CLICKS but are contracted or engaged for specific tasks and durations to assist the Center in delivering one or more of its services and activities. These services may include training, consultancy projects, advising, mentoring, coaching, and more.
- Associates can be engaged either physically or virtually or following a hybrid model, depending on the nature of their work.
- Associates may be contracted to deliver specific services or programs and are remunerated based on a contractual agreement. Associates are also occasionally engaged on a voluntary basis, particularly in support of the Center's R&D agenda and conferences and other networking activities.
- Associates must render all services in alignment with the Center's policies, procedures, and guidelines.
- Associates should obtain a "non-objection" letter from their full-time employer, if applicable.

- Associates may be expected to collaborate with the Center in formulating proposals or bidding for projects before formal contracting, as needed.
- Associates are expected to adhere to the highest standards of professionalism and ethics, ensuring the originality of their work, especially in consulting projects.
- Associates' profiles are included on CLICKS's website and other publications of the Center.

1.1. Associates' Roles and Responsibilities'

CLICKS' associates play a pivotal role in enabling the Center to achieve its vision and strategic goals. They are one of the Center's distinctive characteristics, bringing the best expertise to deliver professional, high-quality services to various stakeholders. Associates contribute to the Center in various capacities, including but not limited to:

- Designing and developing materials for capacity-building programs based on the Center's outlines and guidelines, and in alignment with its six areas of expertise.
- Delivering capacity-building programs as public or customized "in-house" programs, either online or in person.
- Engaging individually or in groups in consulting projects of medium to large scale.
- Designing and developing toolkits and systems as part of the Center's consulting activities.
- Conducting institutional or individual mentorship activities within the Center's areas of expertise.
- Conducting external audits and assessment in areas of pertinence to the center's focus areas (i.e. Quality audit, governance maturity assessment, etc.)
- Offering advisory services to specific clients of the Center.
- Participating in conferences and research-related activities of the Center on a voluntary basis, this involves service on the technical committee of the MENA Higher Education Leadership Forum, engaging in panel discussions and activities of the VoHE and others, etc.

- Providing constructive input and feedback to help the Center improve and expand its offerings.
- Promoting the Center in specific regions or geographies.

1.2. Selection Criteria

The criteria for selecting associates vary based on the specific role they are considered for; however, the general selection criteria include:

- **Domain Expertise:** All associates aligned with CLICKS should demonstrate in-depth knowledge, proficiency, and significant achievements in the area of expertise for which they are being recruited. Selection is based not only on credentials but also on practical experience, active engagement in the field, and a deep understanding of the region’s higher education landscape and its target population. CLICKS seeks to engage associates with the following domain expertise within the higher education sector(no less than 10 years of experience):
 - Leadership development
 - Benchmarking
 - Strategic Planning & Performance Management
 - Risk Management
 - Internationalization
 - Rankings
 - Integrating SDGs in Higher Education
 - Instructional Design
 - Policy Development
 - Teaching and Learning/Innovative Pedagogies
 - Curriculum Design and Assessment
 - Quality Assurance and Continuous Improvement
 - Accreditation (expertise with both local and international accrediting agencies)
 - Organizational Excellence
 - Governance in Higher Education

- Digital Transformation and Technology Integration, including AI in Higher Education
- Student Services
- Academic Advising
- **Consulting and Training Expertise:** CLICKS associates must possess a proven track record in training and consulting within the sector, particularly in the Center's focus areas.
- **Research Track Record:** CLICKS values associates with an active research and scholarly record. This criterion is particularly significant for areas such as R&D activities and the design and development of capacity-building programs that are research related.
- **Business Process Understanding:** In the case of associates being engaged in consulting activities, they must possess sound knowledge of business process design principles, including process mapping and business process reengineering (BPR), is crucial for engagements where associates need to understand client requirements, existing systems, and regulations to deliver appropriate services.
- **Diversity:** CLICKS' associates bring a wide spectrum of expertise from various parts of the world, aligning with the Center's areas of expertise and portfolio. The associate pool is continuously expanded to reflect the cultural and geographical diversity spanning Asia, Europe, Africa, Australia, and North and South America.
- **Commitment:** CLICKS is keen on only engaging associates who share its vision and demonstrate a willingness to build long-term relationships. Associates are expected to fulfill their roles and responsibilities to the best of their abilities, comply with the Center's policies, and uphold the highest ethical standards. All appointed associates receive a detailed induction and de-briefing session prior to each project before engagement.
- **Communication Language:** Proficiency in English is required, as it is the primary language for delivering most of CLICKS' offerings. However, in certain cases, associates with the ability to design, develop, and deliver programs in Arabic may be sought based on client needs.

1.3. Selection, Engagement & Remuneration Process

- **Strategic Appointment:** Regardless of the nature of their engagement or role, associates are selected, appointed, evaluated, and retained as part of a coherent strategy and plan and based on the needs of the center. The center cannot commit to specific engagements ahead of time given the nature of its work and activities which are client driven.
- **Contractual Terms:** The duties, expectations, timelines, rights, and remuneration of associates are defined at the time of appointment in a contractual agreement signed by both parties. For engagements without remuneration (e.g., research, advisory board service), an appointment letter issued by the CEO will formalize the working relationship with the Center and other stakeholders.
- **Nomination and Application:** Associates may apply online to be considered within the center's network of associates. All received applications will be reviewed three times a year by an Associates' Selection Committee. Only those shortlisted will be invited for an interview. Alternatively, an associate may be nominated by the Center's CEO, members of the Leadership Advisory Board, or existing associates. In all cases, associates must meet the criteria outlined in section 2.2 of this document and their applications also needs to be approved by the committee.
- **Required Documentation:** All associates must submit the following documents for consideration:
 - Letter of intent stating their interest to join the associates' network of CLICKS
 - Up-to-date Curriculum Vitae, clearly outlining relevant areas of expertise in line with the center's areas of expertise
 - Recent digital photograph
 - Copy of the highest academic degree and any professional certificates – for those shortlisted
 - Contact information for phone or email communication
 - Bank details and passport copy (required once contracted)
 - Non-objective letter from employer for those associates shortlisted.

- **Selection Process:** The Associates' Selection Committee reviews all applications and shortlists the candidates that were found suitable for interviews. The Center will then reach out to the shortlisted associates to schedule an interview.
- **Engagement and Contracting:** Associates will be contacted with sufficient lead time to confirm their availability for specific activities. If they agree to engage within a particular project, a contract will be issued for each individual engagement.
- **Appointment Authority:** All associates are appointed by the CEO of the Center, based on the recommendation of the Associates' Selection Committee.
- **Remuneration and Expenses:** Remuneration is provided within 14- 30 days of the satisfactory completion of assigned work. Travel and accommodation costs, when applicable, are covered directly by the Center; such terms are detailed in the contractual agreement issued by the center.
- **Consultancy Engagements:** Associates involved in consultancy projects facilitated by the Center are prohibited from engaging directly with the client for 12 months following the project/ training delivered in-house.
- **Evaluation:** All activities performed by associates are assessed both internally by the Center and externally through client feedback and satisfaction surveys.