



Center for Learning Innovations &  
Customized Knowledge Solutions

Face to Face Workshop

# BUILDING ROBUST POLICY SYSTEMS: DEVELOPMENT, IMPLEMENTATION, AND CRAFTING CLEAR POLICIES



**Date**

**22<sup>nd</sup> & 23<sup>rd</sup> September 2025**



**Location**

**Hotel Pullman Creek City Center,  
Dubai, UAE**

Policies are essential to Higher Education Institutions (HEIs) as they clarify expectations for various members of the community, provide a framework for institutional integrity, promote consistency, efficiency, and effectiveness, help mitigate and manage institutional risks, and support compliance with accreditation requirements.

However, despite the well-known benefits of having well-designed, consistent, and purpose-driven institutional policies and procedures, developing these can be a challenging task for universities and colleges. This is particularly true given the complex nature of higher education and the various internal and external influencing factors.

This two-day in-person workshop is structured around interactive discussions, group exercises, and hands-on practice, allowing participants to apply policy development principles in real time to their own institutional contexts. Participants are encouraged to bring relevant documents, policy drafts, or institutional templates for discussion and peer feedback. **This workshop is organized around two key components:**

## 1. Developing a Policy Framework

This part will focus on providing participants with a comprehensive framework to guide the development, implementation, monitoring, evaluation, and review of institutional policies. Participants will be introduced to a six-phase policy development life cycle process that can be easily adapted to different institutions.

The connection between institutional mission, values, strategic goals, internal and external quality assurance, and policies will be thoroughly explored. Various strategies and approaches to enhance policy compliance and the critical link between policy adherence and risk management will also be discussed.

## 2. Guidelines for Writing Good Policies

The second part of the workshop will offer practical guidelines on how to write clear, effective, and well-structured policies. Participants will learn about the key elements of well-written policies, best practices for clear and concise policy language, and how to avoid common pitfalls in policy writing. This segment aims to equip policy drafters with the skills needed to create policies that are not only compliant but also easy to understand and implement.

Throughout both days, participants will engage in applied policy writing exercises, reflection on institutional practices, and peer discussions on how to overcome real-world implementation challenges.

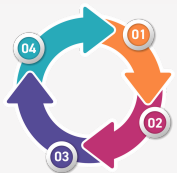


# WORKSHOP OUTCOMES

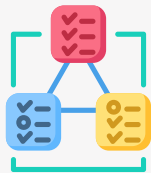
**By the end of the workshop, participants will:**



Understand the key elements of best practices in policy development and review from a system-wide perspective



Comprehend the process for policy development, implementation, monitoring, and reviewing, including how to analyze monitoring indicators



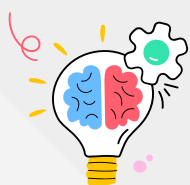
Build institutional frameworks and processes for defining, formulating, implementing, overseeing, assessing, and reviewing institutional policies in a participatory manner



Write clear, concise, and coherent policies that are aligned with the institutional mission, core values, and strategic goals



Develop a policy register and create accessible policy websites



Reflect on current institutional practices related to the development, implementation, evaluation, and revision of policies

# WORKSHOP STRUCTURE

## Day 1 – Foundations and Frameworks

### Session 1: Introduction to Policy Development in Higher Education

- + Education Policy: Why? What? How?
- + Organizational Culture and Policies
- + Issues and Challenges Facing Policy Development in Higher Education
- + The Difference Between Strategies, Policies, and Procedures: Why Do They Matter?
- + Categories of Policies in Higher Education
- + Characteristics of Good Policies
- + 10 Reasons Why Policies Fail
- + Stakeholders' Engagement in Policy Development and Review

### Session 2: The Policy Development Life Cycle

- + The Policy Life Cycle
- + Policy Initiation
- + Policy Development and Writing Style
- + Policy Consultation and Approval
- + Policy Communication and Training
- + Policy Implementation, Monitoring, and Compliance
- + Policy Evaluation and Review
- + Analyzing Monitoring Indicators

## Day 2 – Practice, Writing, and Integration

### Session 3: Writing Effective Policies

- + Structure of a Policy Document
- + Writing Clear, Concise, and Coherent Policies Aligned with Institutional Mission, Core Values, and Strategic Goals
- + Characteristics of Good Policies
- + Developing a Policy Register and Creating Accessible Policy Websites
- + Policy on Policies: Establishing Guidelines for Policy Development

### Session 4: Building an Integrated System and Ensuring Compliance

- + Building an Integrated Institution-Wide Policy System
- + Establishing Compliance Programs and Their Role in Risk Management
- + Developing Institutional Policy Repositories
- + Reflecting on Current Institutional Practices Related to Policy Development, Implementation, Evaluation, and Revision



## Target Audience

This workshop is designed for:

- Directors, Managers and Staff of Planning, Institutional Effectiveness, Quality Assurance, and Accreditation Offices in higher education
- Leaders and Staff working in Compliance Offices
- Policy owners including Deans, Registrars, Directors of Student Support Services, Heads of Administrative Units, including Human Resources and Finance

# WORKSHOP FEES AND DISCOUNTS

- + The registration fee for the 2-day workshop is **2500 AED (680 USD)**. An early bird discount is available for those who complete their registration before the cut-off date of August 20<sup>th</sup>, 2025.
- + Upon registering online participants will receive an invoice with the payment options available.
- + Group registration discounts ranging from **15%-25% are available for groups of 3 and above.**
- + For online Group Registration, [click here.](#)
- + For online Individual 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 workshop will receive their certificate of attendance at the end of the workshop.



**2500 AED  
(680 USD)**

(After 20<sup>th</sup> August 2025)



**Early Bird  
Registration Fee**

**2125 AED  
(578 USD)**

(Prior to 20<sup>th</sup> August 2025)



**LIMITED SEATS  
AVAILABLE**



## **Dr. Narimane Hadj-Hamou**

Founder and CEO, CLICKS, UAE

Dr. Narimane Hadj Hamou Founder and CEO, CLI-CKS, UAE Dr. Narimane is the Founder and CEO of the Center for Learning Innovations and Customized Knowledge Solutions (CLICKS). Prior to this, she served as the Assistant Chancellor for Learning and Academic Development (Provost) at Hamdan Bin Mohammed Smart University in Dubai, UAE. In this role, she established and led the academic, research, and eLearning vision for the first online university recognized and accredited by the UAE's Ministry of Higher Education and Scientific Research (now the Ministry of Education). With a career spanning over 20 years, Dr. Narimane has held several leadership positions, including Provost, Dean of Student Affairs, Dean of Learning and Teaching, and Director of e-Learning. She has also served as senior advisor to numerous universities and as a consultant for prominent organizations such as UNESCO and the European Training Foundation. Additionally, Dr. Narimane is an active member of various organizations and university advisory boards including the Times Higher Education (THE) regional advisory board.

Dr. Hadj-Hamou's vast expertise spans technology integration and e-learning in higher education, teaching and learning, quality assurance and accreditation, and governance. She has been a driving force in promoting online education and blended learning in the region since 2004, leading many pioneering projects and initiatives.

Her contributions to quality assurance are noteworthy; she has served as an external reviewer for many quality assurance agencies and participated in over 40 institutional and programmatic accreditation reviews since 2012, either as a chair or a review member. She was also involved in reviewing and providing expertise on the Saudi eLearning Standards for Higher Education in 2020 and designed and delivered a training program for certifying external reviewers under the direction of the NCAAA during 2021-2023. Dr. Narimane trains and consults extensively in quality assurance and in supporting universities with developing internal quality systems.

She is the founder of several regional initiatives and projects; she was the founder and first elected President of the Middle East e-Learning Association (MEeA) in 2008-2010, and led the establishment the MENA Higher Education Leadership Forum in 2013 which she chairs to date and the Arab Consortium of Teaching and Learning Centers in 2024.

Over the years, Dr. Narimane has delivered more than 120 keynote addresses worldwide, including in the USA, China, the UK, KSA, India, Bahrain, Kuwait, Egypt, Lebanon, Germany, Algeria, Morocco, Hungary, Kazakhstan, Oman, and Qatar, among many others. She has also led numerous round-tables and panel discussions. She has facilitated and delivered over 300 workshops on governance, strategic planning, policy development, quality assurance, innovative pedagogies, online learning, and other topics to various target audiences, including university presidents and vice presidents. Dr. HadjHamou has also been active in publishing articles, book chapters, and case studies and was the founder and editor of the International Journal of Excellence in e-Learning for several years.



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