

# PRESIDENT'S NEWS DIGEST

5 AUGUST 2018 – VOLUME 3 - ISSUE 40



**ASU**  
جامعة العلوم التطبيقية  
APPLIED SCIENCE UNIVERSITY

## What's **INSIDE** this ISSUE

- Message from the President
- Interview of the Week
  - Mr Hatem Dammak
- Quote of the Week



Office No: (+973) 16036161

Email: [tania.kashou@asu.edu.bh](mailto:tania.kashou@asu.edu.bh)

## MESSAGE FROM THE PRESIDENT

Welcome to the 40th issue of the 3rd year of the President's News Digest.

In this issue of the News Digest, I will address the subject of standard 1 as described in the “**BQA Framework for Cycle 2: Institutional Reviews**” which is entitled “Mission, Governance and Management”



### Standard 1 – Mission, Governance and Management (6 Indicators)

The institution has an appropriate mission statement that is translated into strategic and operational plans and which has a well-established, effective governance and management system that enables both structures to carry out their different responsibilities to achieve the mission.

#### Indicator 1 – Mission

The institution has a clearly stated mission that reflects the three core functions of teaching and learning, research and community engagement of a higher education institution that is appropriate for the institutional type and the programmes qualifications offered.

#### What is expected of a HEI operating in Bahrain:

1. There is a publicly displayed mission statement that is approved at the governing body level, that is appropriate for the institutional type and programme qualification mix, that reflects the three core functions of teaching and learning, research and community engagement, and that is in line with the national strategies of Bahrain. There is evidence of stakeholder involvement in the development of the mission.
2. There is a process and evidence of regular review of the mission statement that takes account of the national, regional and international context with respect to trends in higher education and programmes, the development of the mission involves external and internal stakeholders.

## Indicator 2 - Governance and Management

The institution exhibits sound governance and management practices and financial management is linked with institutional planning in respect of its operations and the three core functions

### What is expected of a HEI operating in Bahrain:

1. There are clear terms of reference of the governance body (board of trustees) in which the roles and responsibilities of the governing body are clearly defined.
2. The governing body and management have a clear separation of duties, both on paper and in practice.
3. There are implemented procedures for the appointment and induction of members of the governing board; minutes and records of attendance at meetings.
4. There is a demonstrated link between strategic planning, resource and financial allocation and programme offerings that ensures quality provision.
5. There are approved delegations of authority for financial and management decisions.
6. The financial and accounting systems include processes to prevent and detect fraud, including external financial audit and transparent reporting.

## Indicator 3 - Strategic Plan

There is a strategic plan, showing how the mission will be pursued, which is translated into operational plans that include key performance indicators and annual targets with respect to the three core functions with evidence that the plan is implemented and monitored.

### What is expected of a HEI operating in Bahrain:

1. There is a strategic plan that was developed through a process of consultation with staff and stakeholders.
2. The strategic plan has key performance indicators and annual targets with respect to the three core functions.

## INTERVIEW OF THE WEEK

We would like to feature the interview this week with:



Name: Mr Hatem Dammak

Position: Head of Internal Audit

### 1. Tell us about yourself: (Your childhood, academic background)

I was born in Tunisia in 1984 and grew up during the beautiful nineties to loving and caring parents. I have had all my formal education in Tunisia where I obtained my Bachelor of Engineering from ENIS School of Engineering in 2008. I started my professional career immediately after graduation, but I was fortunate enough to profit from additional training in Tunisia and abroad (USA, Lebanon, etc.) in various fields such as quality management, auditing, innovation and entrepreneurship, marketing and business development.

Now I am actively looking for an opportunity to join an executive MBA program as it would be the perfect complement to my knowledge and experience.

### 2. Tell us about your job at ASU

My job at ASU as internal auditor comes with huge responsibility (I joined in December 2016). It's about identifying the control measures in the university and continuously assessing their appropriateness and effectiveness. I feel on my shoulders the weight of the responsibility of safeguarding the university's interests by ensuring its compliance with both internal and external bylaws and regulations. But I also enjoy my job very much, especially that the modern theory for internal audit doesn't put it in the realm of simply ensuring compliance but rather

3. There is demonstrated allocated responsibility at senior management level to ensure the implementation, monitoring and review of the strategic plan.
4. There are annual operational plans from which the detailed plans evolve. These detailed plans are implemented, monitored and reviewed to support the strategic plan.
5. There are well-established processes for the annual monitoring of progress through the operational plan in achieving targets, including data collection and reporting.

#### **Indicator 4 - Organizational Structure**

The institution has a clear organizational and management structure and there is student participation in decision-making where appropriate.

#### **What is expected of a HEI operating in Bahrain:**

1. There is effective coordination and leadership across the institution, especially among senior management.
2. There is an up-to-date and accurate organizational structure accessible by all staff and students.
3. All staff members know their roles, chain of command in the institution, and there are job descriptions for all staff.
4. There is stakeholder participation in decision-making including students where appropriate.
5. There is a structure for all active committees and such committees have clearly articulated terms of references and lines of reporting; and the effectiveness of these committees is regularly reviewed.

#### **Indicator 5 - Management of Academic Standards**

The institution demonstrates a strong concern for the maintenance of academic standards and emphasizes academic integrity throughout its teaching and research activities.

in the realm of continuous improvement and development, and that's where I get to deploy my innovative side.

#### **3. Tell us about your aspirations for the University**

I foresee the University as a leading institution in Bahrain with several branch campuses in the Arab Countries. I really expect the University to grow in ways no one has ever imagined and that makes me very excited about what the future holds.

#### **4. What do you enjoy most about your job?**

I really cherish the human interaction in my job. I am surrounded with great colleagues and inspired leadership across the board; these people make me wake up every day in the morning and go to work full of energy and determination, and stay up late at night to finish this or that task or report. This group of people makes me feel that my efforts are worthwhile.

#### **5. Tell us about your hobbies**

Meditation, writing, reading, table tennis, music, going to the movies

#### **6. Tell us about your favourite food**

You wouldn't know it, it's the "Tunisian Tajine" (Google it), and my fantasy is to retire early to open a restaurant chain totally dedicated to serving "Tajine" in all its varieties.

#### **7. Tell us about the book you are reading now**

Awaken Your Strongest Self, by Dr. Neil Fiore (McGraw Hill).

#### **8. Final words**

I am really fortunate and grateful to be here at ASU in particular and in the Kingdom of Bahrain in general. There's something truly special about this country and its lovely people. I am also extremely proud to be working at this great institution and I hope I will be able to leave my mark on it in the upcoming years.

### **What is expected of a HEI operating in Bahrain:**

1. There are implemented and effective policies and procedures for the governing board to have oversight of the achievement of the academic standards of the graduates.
2. The institution has implemented sound processes for dealing with academic misconduct by students or staff.
3. There is a systematic, transparent, and fair process for the investigation of complaints, appeals and grievances by students.

### **Indicator 6 – Partnerships, Memoranda and Cross Border Education (where applicable)**

The relationship between the institution operating in Bahrain and other higher education institutions "is formalized and explained clearly, so that there is no possibility of students or other stakeholders being misled.

### **What is expected of a HEI operating in Bahrain:**

1. For each programme where another HEI provides the curriculum and/or teaching or operates as a 'parent' institution, there is an active binding agreement between the Bahraini institution and the other institution that
  - (i) has been entered into after due diligence to ensure the credibility of the other organization and the programme offered in Bahrain
  - (ii) states whether the programme offered in Bahrain is equivalent and contextualized to a programme of the same name offered in the home country and whether graduates of the Bahrain programme are recognized in the home country
  - (iii) specifies in detail the roles and responsibilities of both partners, including the teaching commitments and quality assurance arrangements
  - (iv) assists the institution in Bahrain to improve the academic capacities of its own staff.
2. For each programme where another HEI, locally or internationally, provides some of the curriculum and/or teaching, the programme information provided to prospective and current students states clearly the institution(s) that is offering the degree and the name of the institution(s) that will be on the student's testamur and which institution's rules and policies apply (i.e. the Bahraini institution or the other institution).
3. For each programme where another institute locally or internationally, provides some of the curriculum and/or teaching, the programme information provided to prospective and current students states clearly which course or programme elements will be taught and examined by the other institution and which by the Bahraini institution.
4. The HEI operating in Bahrain has established mechanisms that are regularly used to ensure that the partner (or parent) organization meets its obligations and, if needed, to approach the concerned authorities to ensure that the partner/parent organization meets its obligations.

5. Where there is a Memorandum of Co-operation, the points of co-operation between the two institutions are clearly set out and there is a designated person to monitor the implementation of the terms of the agreement.

### QUOTE OF THE WEEK

*“Creativity Is Intelligence Having Fun.”*

**Albert Einstein**

 *Happy Reading!* 