

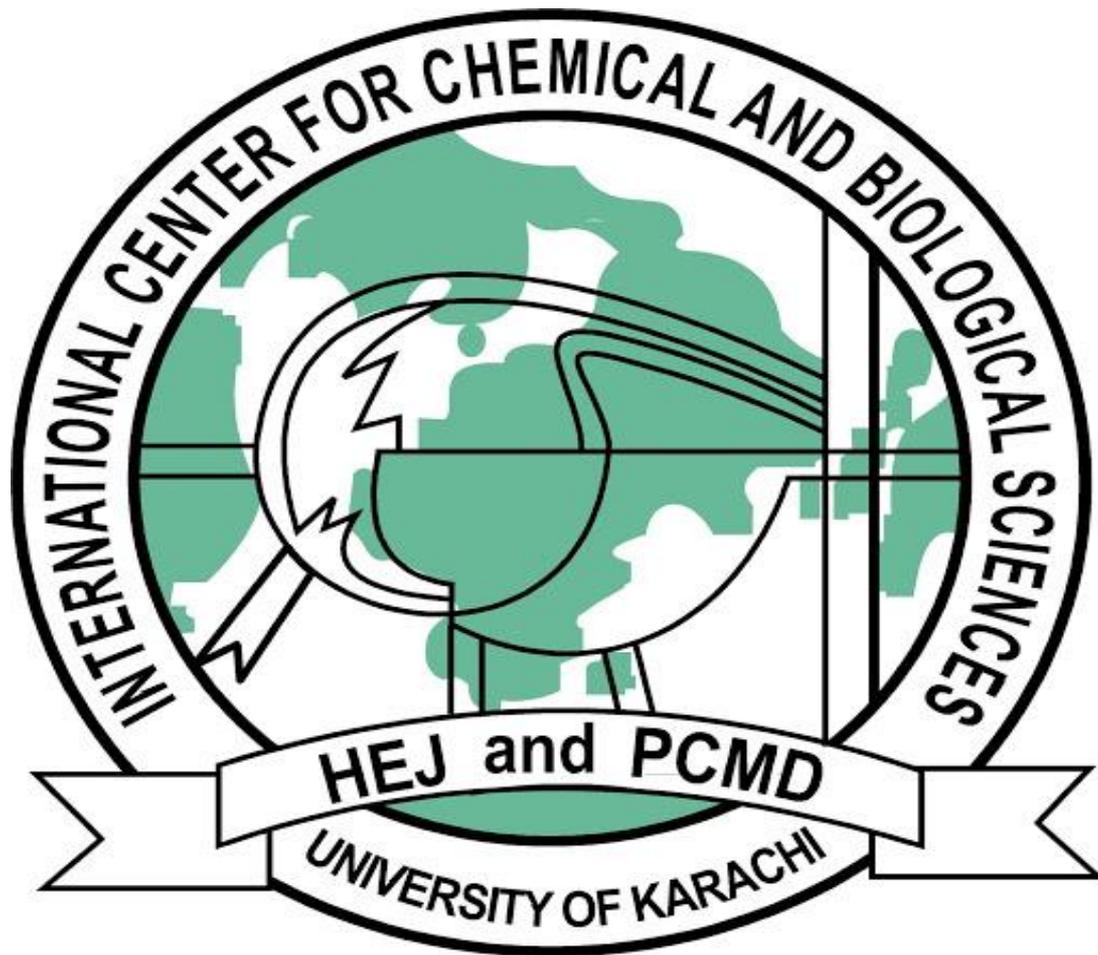


Institutional Impact of Centers of Excellence

Abuja, 26 February 2020













Outline

JAMIL SALMI
Global Tertiary Education Expert



- Strategic Planning
- IQA and Benchmarking
- Teaching and Learning Services

Strategic Planning

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Strategic Planning

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- Not business as usual: transformational
- How different will you be? How unique will you be?

Dimensions of transformation

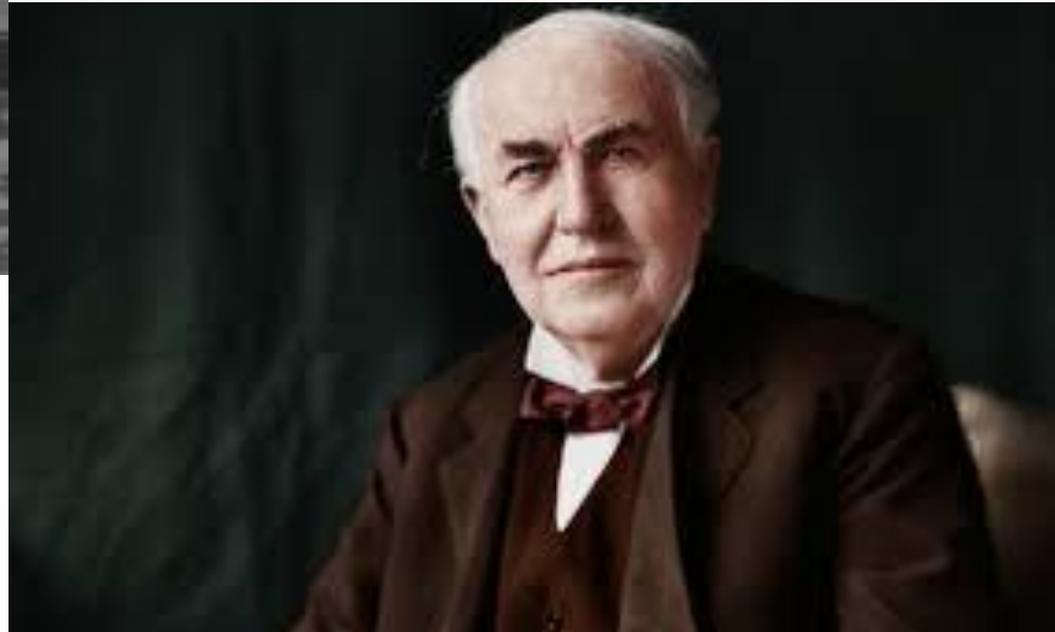
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- What choices and trade-offs?
 - More of (concentration of resources to build excellence)
 - Less of (programs, faculties or schools)
- Profile and configuration of students
 - KAUST, ASU

What would Edison's experience have been at your institution?

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Dimensions of transformation

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- What choices and trade-offs?
 - More of (concentration of resources to build excellence)
 - Less of (programs, faculties or schools)
- Profile and configuration of students
 - ASU, KAUST
- Priority thematic areas linked to national objectives (comparative advantages)
 - U of Arizona, James Cook U, 2IE, Namibia UST
- Organizational, curricular & pedagogical innovations
 - Olin, HKUST, UHK, Kazan U, Aarhus U

Steps for strategic planning

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- What and how are we doing now?
 - the right thing? is it relevant?
 - is it effective and efficient (value for money)?
- What has changed in the environment?
 - elements of disruption (AI plan?)
 - competition (domestic & international)
 - resources
 - regulatory framework

Steps for strategic planning

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- Where do we want to go?
 - what sort of institution do we want to be (aims, values and mission)?
- How do we get from where we are to where we want to be?
 - action plan (tasks, resources, structures)
 - incentives
 - strategic [deep] partnerships

Outline

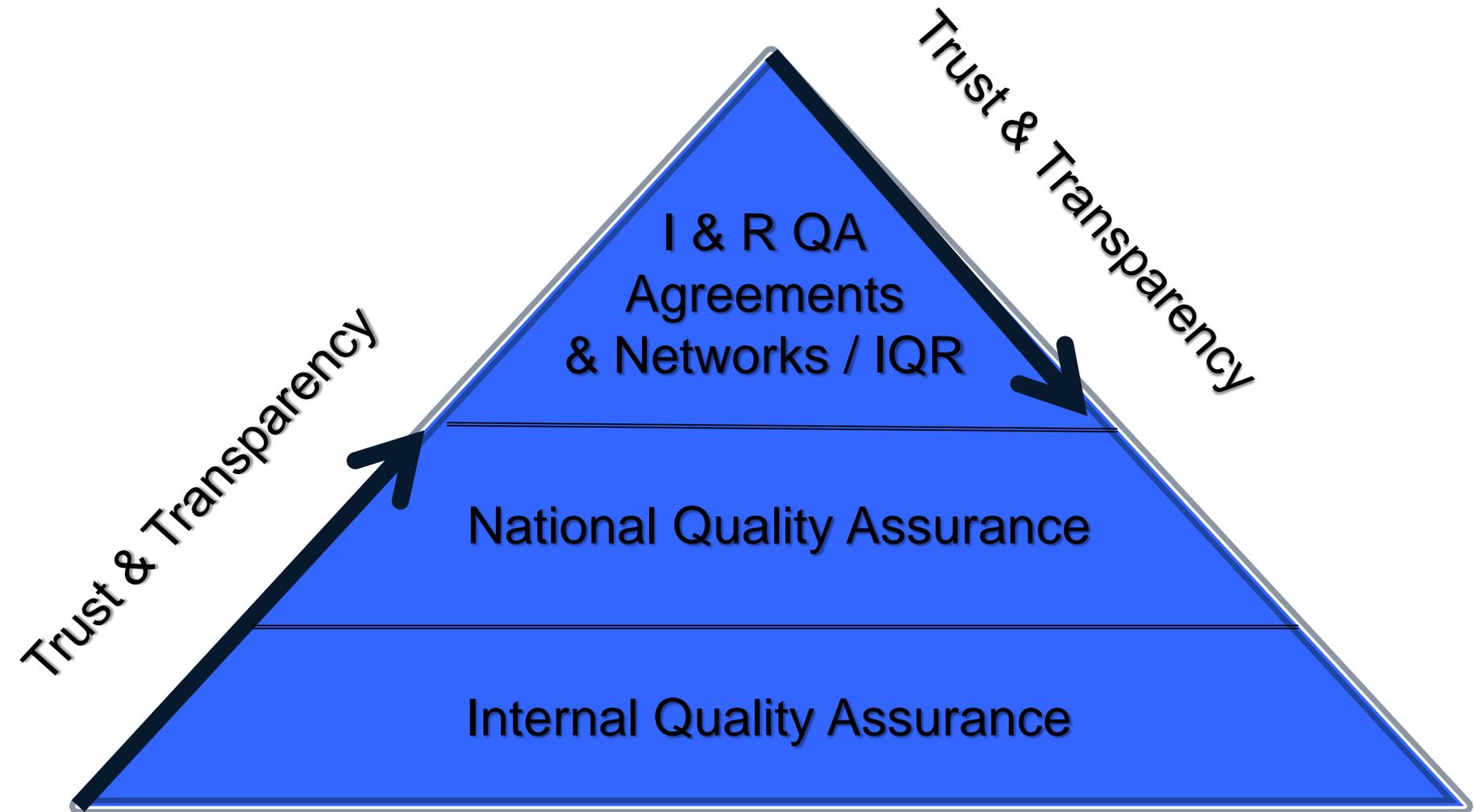
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- **Strategic Planning**
- **IQA and Benchmarking**

Aligned Multi-layer QA System

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Internal Quality Assurance

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- Preparing for accreditation

LEON BINET
SCULPTEUR

5



Internal Quality Assurance

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- Preparing for accreditation
- Enhancing quality and relevance throughout the institution (QA culture)
 - Self-evaluation
 - Capacity building

Taking Stock

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- How well are we doing?
- Strengths and weaknesses
- Can the rankings help us?











What is benchmarking?

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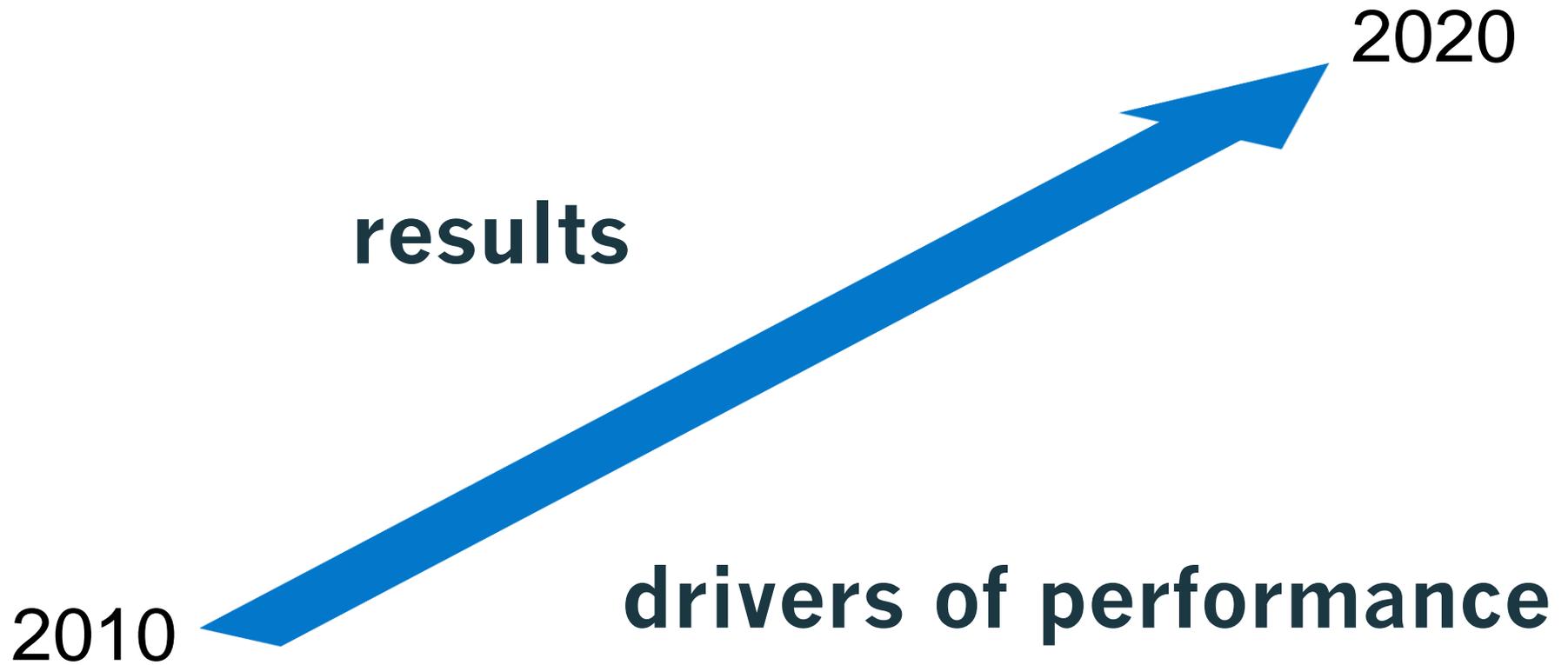
- Comparing the performance of one's university to others
 - Competitors
 - Good practices (aspirational comparison)

Analytical framework

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- Distinction between performance and health of an institution
 - How good are the university's actual results?
 - Does it operate under conditions known to lead to high performance?
- Definition of outcomes / outputs / results
- Identification of determinants and causality relationships
 - Informed by empirical evidence



Criteria for choosing comparators?

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- Internal characteristics
 - mission / philosophy / values
 - types of programs (niche)
 - research / teaching / learning philosophy
- Characteristics of the environment

Outline

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- Strategic Planning
- IQA and Benchmarking
- **Teaching and Learning Services**



Learning is not a spectator sport

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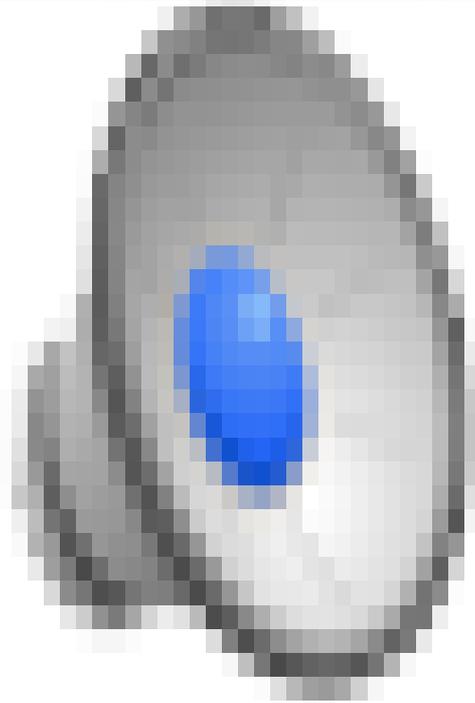


Student-Centered Learning

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- **Sparking Curiosity**
- **Igniting Passion**
- **Unleashing Genius**



Curricular innovations

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- Problem-based / Design-based Learning (Olin, Maastricht, Roskilde, Aalborg)
- Experiential learning (coop, service learning, simulations, role playing, learning games)
- Multi-disciplinary programs
 - Amsterdam University College
 - U of Queensland School of Chemistry and Molecular Biosciences
- Competency-based learning
 - Western Governors' University

Pedagogical Innovations

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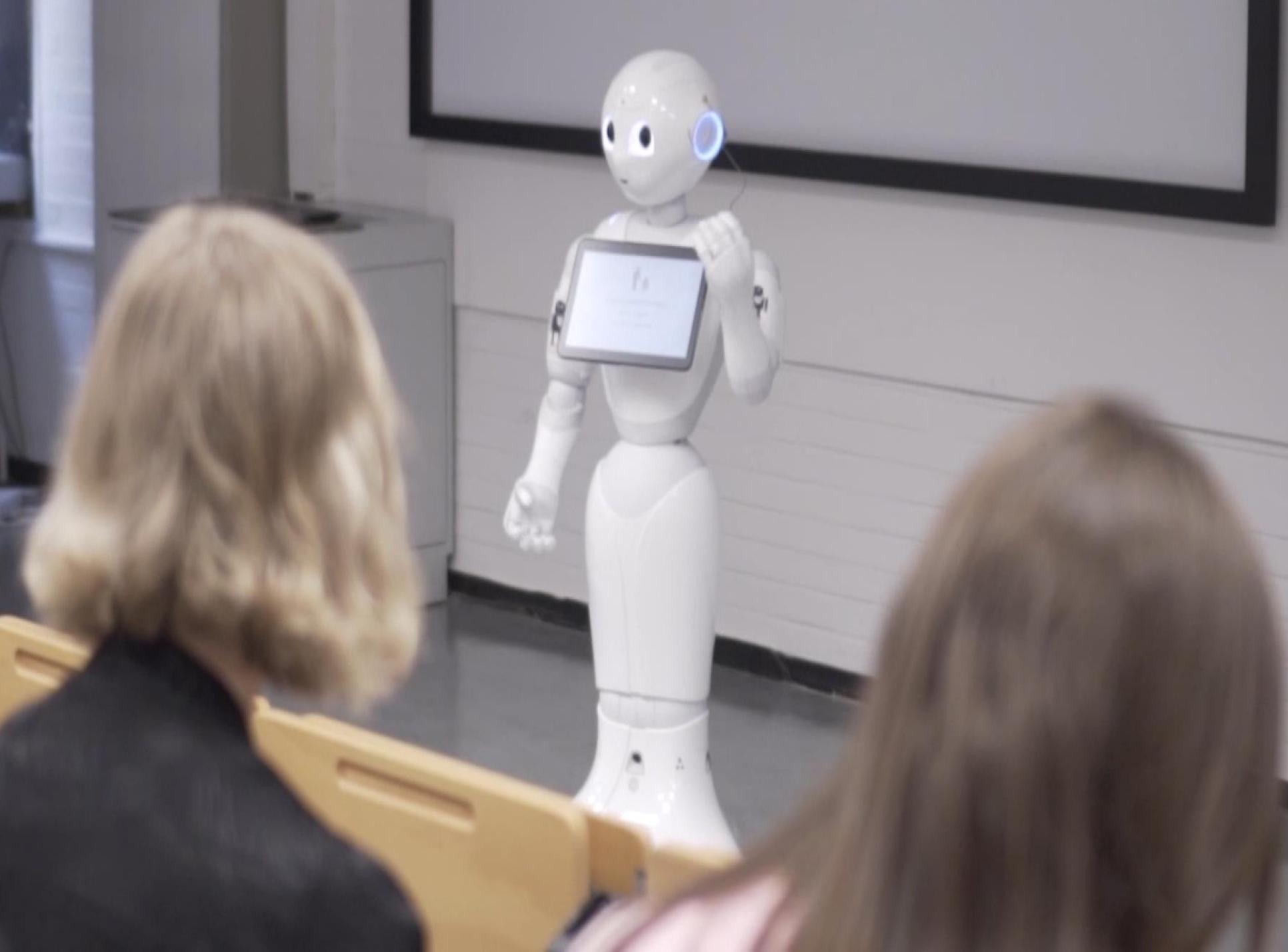
- E-learning / Self-learning (AI facilitated)
- Peer learning (clickers, flipped classroom)
- Team-based learning

New Technologies

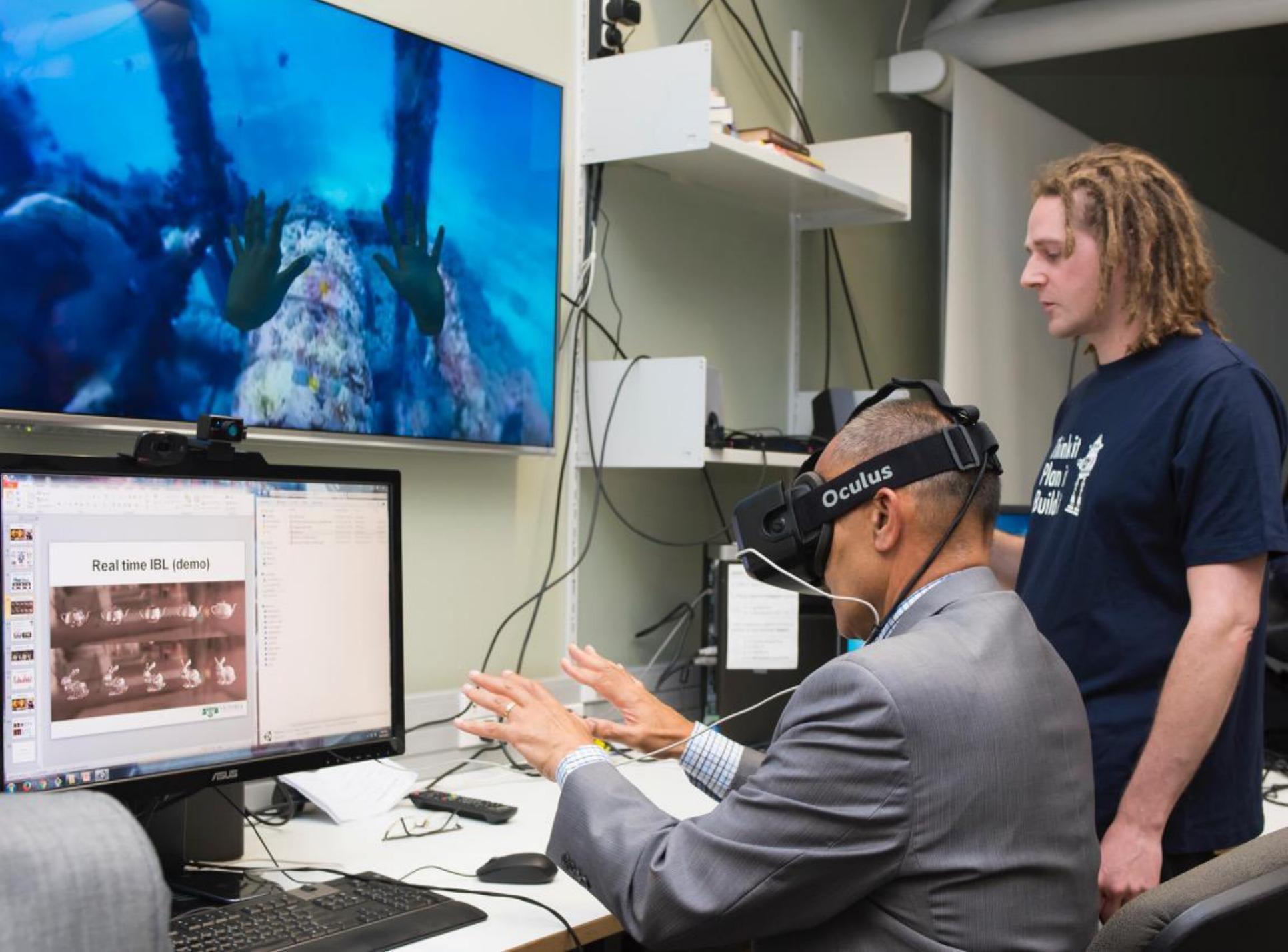
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- Computers and Internet
- Artificial intelligence
- Big Data
- Blockchain
- Virtual Reality / Augmented Reality
- 3-D Printing
- Collaborative Platforms



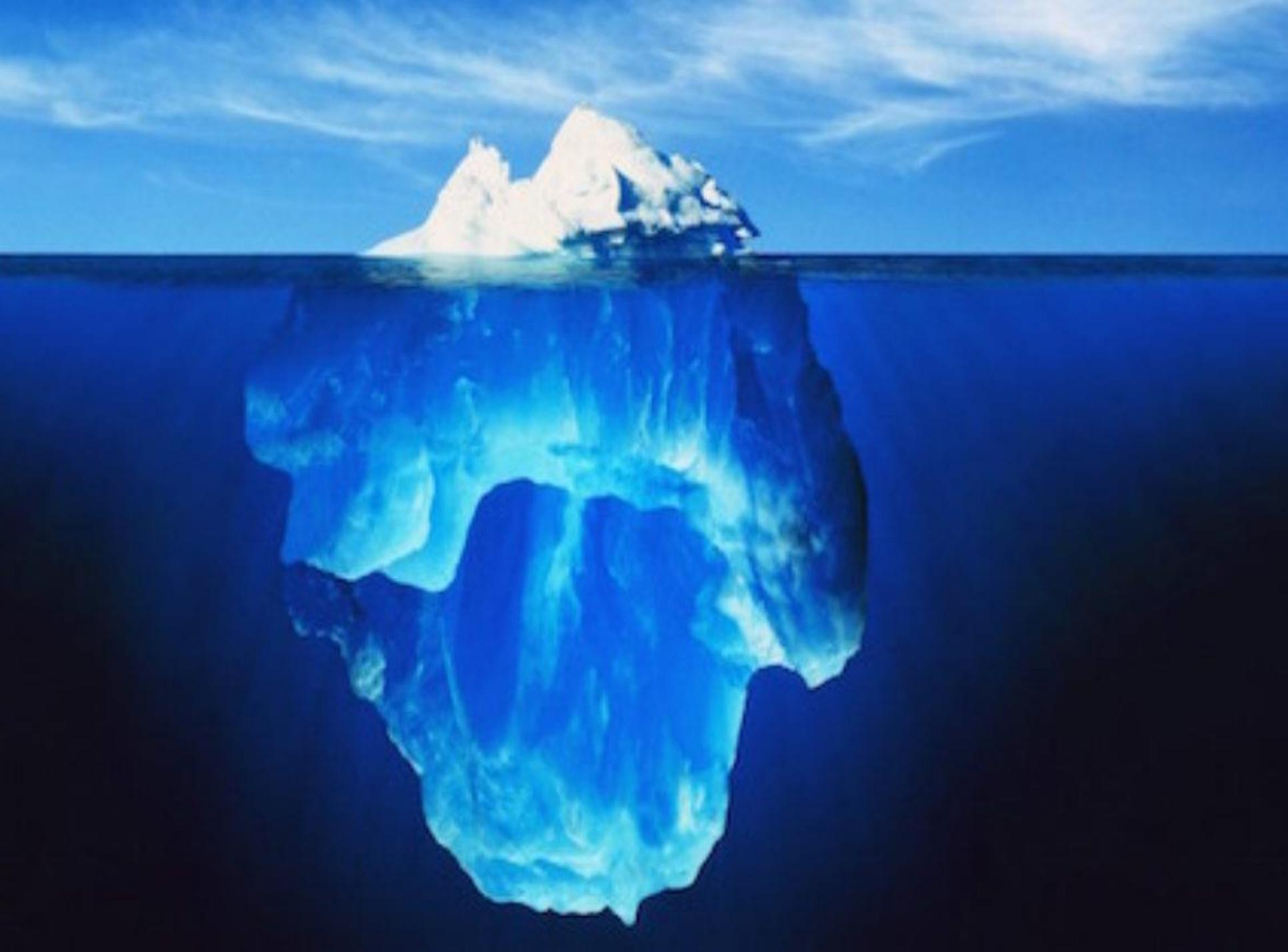




Teaching & Learning Services

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Requisites

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- Aligned incentives and professional development
- Aligned assessment
- Aligned physical infrastructure
- Monitoring and evaluation

Incentives & Professional Development

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- Evaluation and promotion criteria
- Teaching and learning services
- Training and mentoring
- Freeing up time
- Voluntary or compulsory?

Assessment

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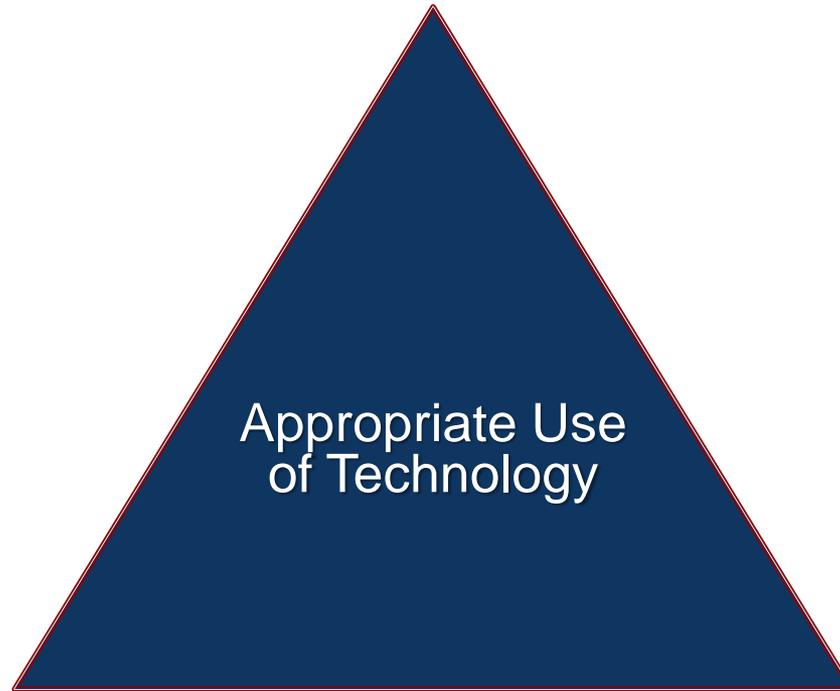
- “Assessment is the killer of learning”
- Need for alignment (LE/C/P/A)

Golden Triangle

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Assessment



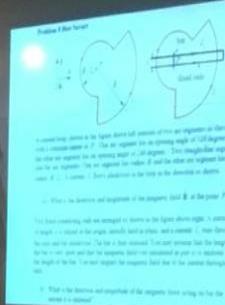
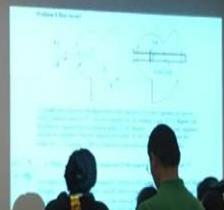
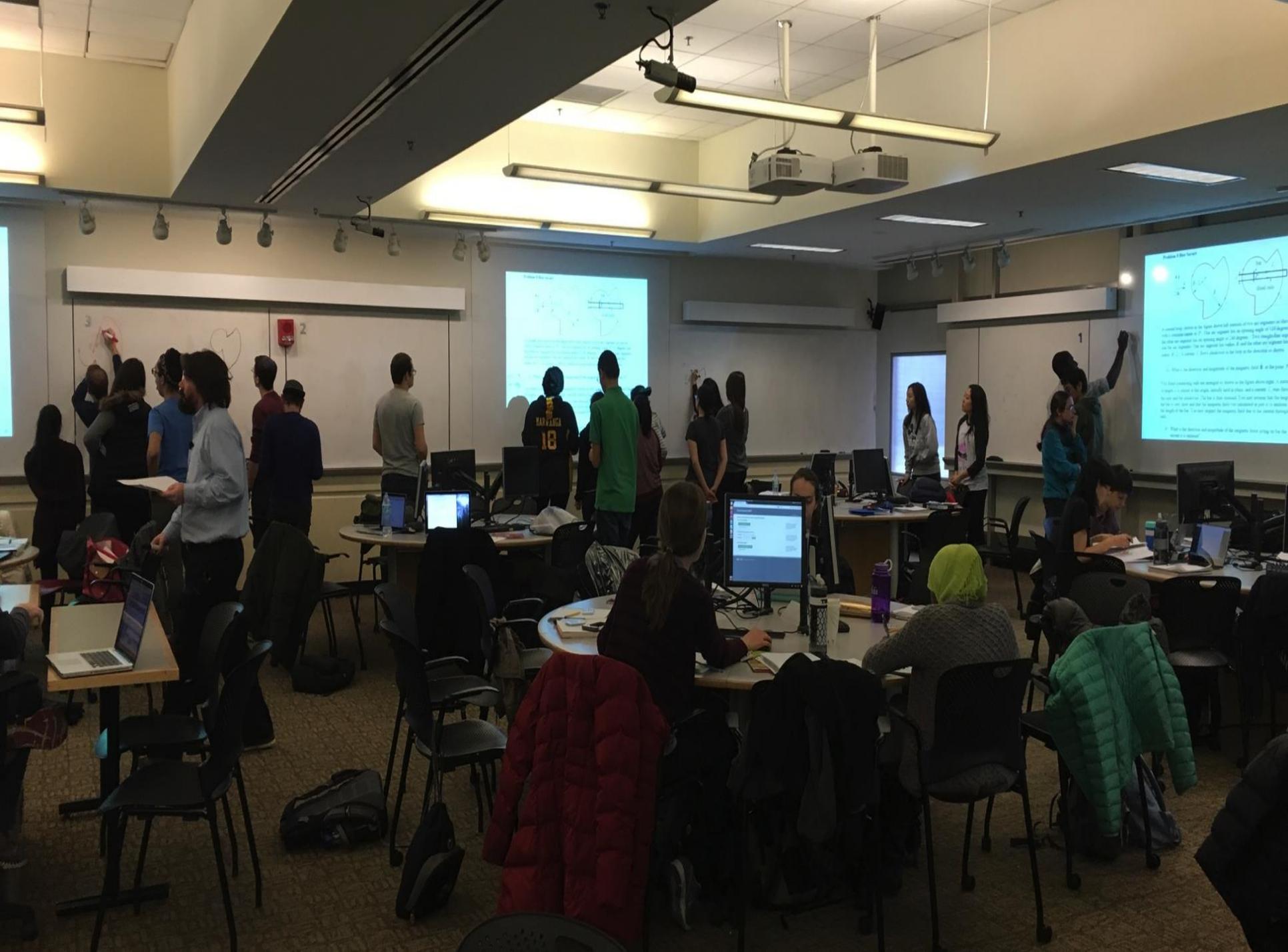
Curriculum

Pedagogy

Adequate Learning Infrastructure

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Monitoring & Evaluation

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- Careful assessment of what works, under what conditions
- Sharing experiences throughout the university



conclusion

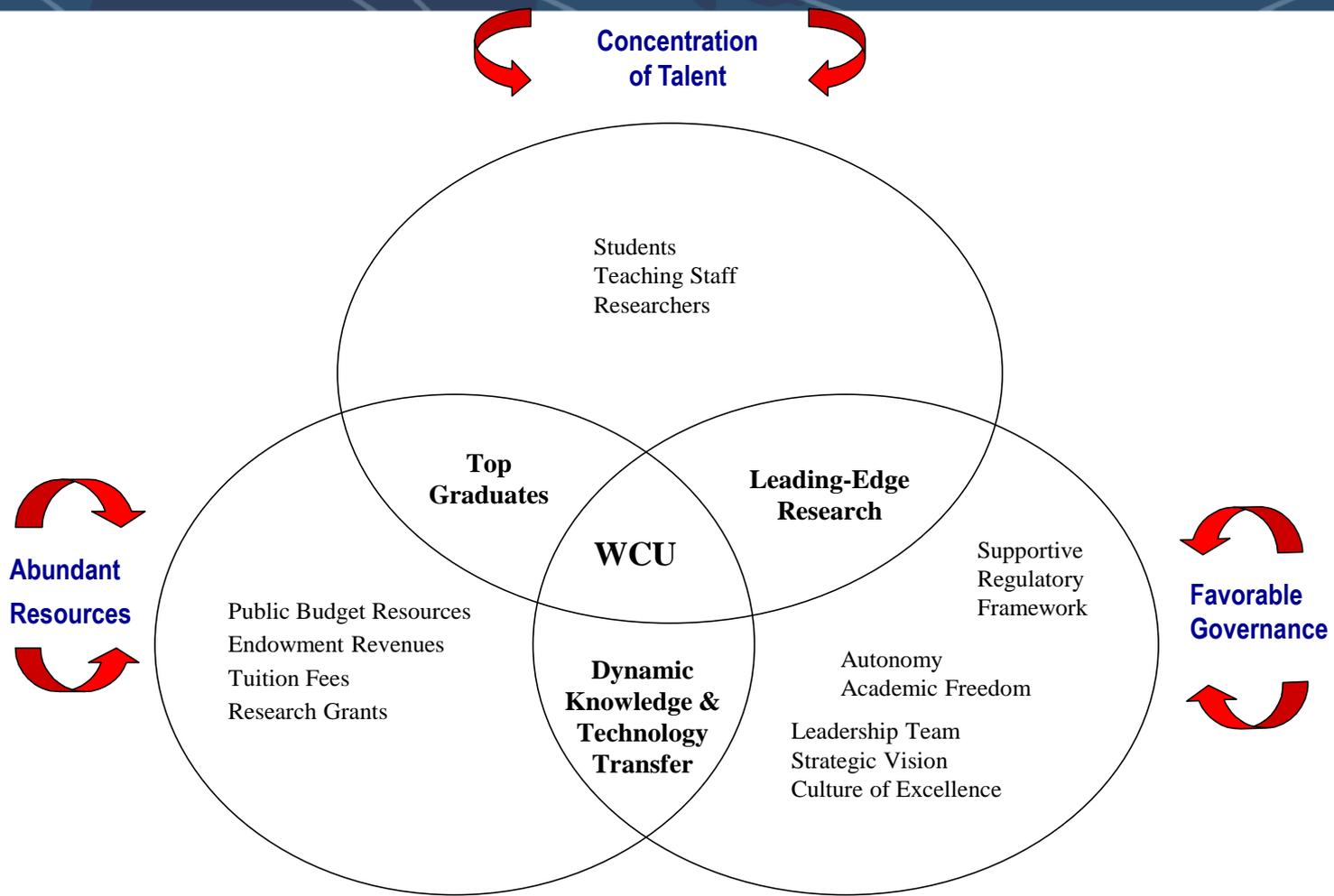




Characteristics of a World-Class University

Alignment of Key Factors

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Source: Elaborated by Jamil Salmi

Accelerating factors

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- Leadership, inspiration and vision
- Internationalization
- Being a niche institution and / or offering niche programs
- Curriculum, pedagogical and managerial innovations
- Strategic planning and benchmarking

Levels of Leverage

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- Tertiary Education Ecosystem
- University
- Centers themselves

What can each ACE do?

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- Awareness: does your University president/VC/rector actually know about DLI7?
- Demonstration effect (positive infection...)
- Sharing good practices (success and challenges)

Alfred North Whitehead

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The tragedy of the world is that those who are imaginative have but slight experience, and those who are experienced have feeble imaginations. Fools act on imagination without experience. Pedants act on knowledge without imagination. The task of the university is to weld together imagination and experience.