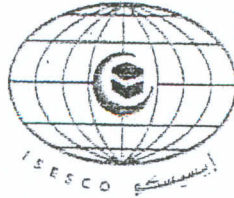


بسم الله الرحمن الرحيم



Organisation islamique
pour l'Education, les Sciences et la Culture
ISESCO

Direction générale

المنظمة الإسلامية للتربية والعلوم والثقافة
إيسيسكو

الإدارة العامة

Islamic Educational, Scientific
and Cultural Organization
ISESCO

General Directorate

O/Ref: D/Ed/2.3.1.4.1/11

0728

Rabat,

7 MARS 2013

Prof Dr. Nik Ahmad Hisham Ismail
Institute of Education
International Islamic University Malaysia (IIUM),
Jalan Gombak
53100 Kuala Lumpur

Subject: HOLDING A NATIONAL TRAINING SESSION FOR HIGHER
EDUCATION STAFF ON PLANNING, CURRICULA DEVELOPMENT,
RESOURCES MANAGEMENT AND DIVERSIFICATION, AND UNIVERSITY
GOVERNANCE IN BAKU, REPUBLIC OF AZERBAIJAN, 22 - 24 APRIL, 2013.

Assalamu Alaikum warahmatu Allah Wabarakatuh,

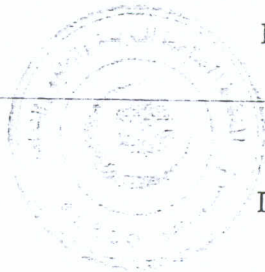
I would like to send you the Contract and Additional Contract between ISESCO and
your good self as "expert" concerning the national training session on the above -
mentioned programme.

**Kindly sign the said contracts and send it back to us not late than
19 /03/2013.**

Awaiting your prompt reply and wishing you all the best, I remain sincerely
yours.

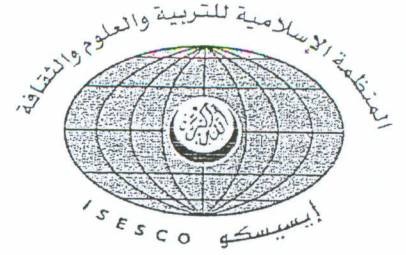
Mr. Najib Rhiati Salih

Encl: The Contract
The Additional Contract



Director of Education

MY



National Training Session for Higher Education Staff on Planning, Curricula Development, Resources Management and Diversification and University Governance

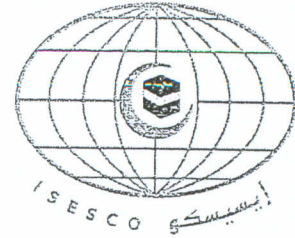
22-24 April 2013

Baku, Azerbaijan

List of participants

1. Mrs. Gultakin Huseynova
Head of Science Department,
Ministry of Education, Republic of Azerbaijan
2. Dr. Muhammad Helal
ISESCO
3. Prof. Dr. Nik Ahmad Hisham
International Islamic University of Malaysia,
Institute of Education
4. Azad Akhundov
Senior Expert, International Relations
Department
5. Nadim Nadjafquliyev
Senior Expert, Higher Education Department,
Ministry of Education
6. Sevil Mammadova
Senior expert, Strategic analysis, Planning and
Human resources department, Ministry of
Education
7. Sevda Abbasova
Senior expert, Strategic analysis, Planning and
Human Resources department
8. Prof. Rasim Hasanov
Director of Azerbaijan Scientific-research
Institute for Scientific Studies
9. Dr. Adil Hasiyev
Dean, Baku State University
10. Dr. Ilham Ahmadov
Assistant professor, Azerbaijan State
Pedagogical University

11. Dr. Nizami Asadov Deputy dean, Baku Slavic University
12. Dr. Subhan Namazov Head of Chair, Azerbaijan Technical University
13. Dr. Zohrab Ibrahimov Head of Doctoral studies Department, Azerbaijan State Economic University
14. Dr. Humeir Ahmadov Head of Department, Azerbaijan Institute of Education
15. Dr. Afet Mammadova Head of Doctoral studies department, Baku State University
16. Dr. Eldar Shahgeldiyev Head of Doctoral studies department, Khazar University
17. Dr. Elza Samadova Dean, Khazar University
18. Dr. Fuad Aliyev Azerbaijan State Economic University
19. Dr. Isa Gasimov Assistant professor, Gafgaz University
20. Dr. Adalat Ibadov Assistant professor, Gafgaz University
-
21. Dr. Tayyar Mustafayev Assistant professor, Gafgaz University
22. Dr. Sardar Shabanov Azerbaijan Scientific-research Institute for Scientific Studies
23. Prof. Afgan Abdullayev Dean, Azerbaijan University of Languages
24. Prof. Oktay Samadov Dean, Baku Slavic University
25. Prof. Isakhan Isakhanli Prorector, Khazar University



NATIONAL TRAINING SESSION

for higher education staff on planning, curricula development, resources management, diversification and university governance.

22 – 24 April 2013

Baku, Azerbaijan

22 April 2013

09 :00 – 09:30	Registration of participants
09:30 -10 :00	Official opening ceremony. Dr.Gultakin Huseynova, <i>Head of Science Department, Ministry of Education, Azerbaijan</i> Dr.Muhammad Helal, ISESCO Representative Adoption of the provisional agenda. Election of chairperson and rapporteur.
10 :00 -10 :30	Session1 <i>“Missions and Functions of Higher Education : Revisiting the World Declaration on Higher Education for Twenty-First Century.”</i> presented by Prof Dr. Nik Ahmad Hisham Ismail, External Expert (1) Discussions
10 :30- 11 :00	Tea break
11 :00-11 :30	<i>Mission & Functions of Higher Education: Revisiting</i> <i>“Elements and Components of Curriculum Development: A Quest of Excellence for Universities and Colleges in Developing Nations”</i> the Declaration presented by Prof Dr. Nik Ahmad Hisham Ismail, External Expert (2) <i>Education.</i>
11 :30-13 :00	<i>“Qualifications framework for Lifelong Learning and development of curricula in Azerbaijan”</i> , Dr. Natiq Ibrahimov, Senior Expert, Higher Education department, Ministry of Education. (3)

	<p><i>"Planning, governance and evaluation of education quality"</i> presented by Mr. Ilham Ahmadov, assistant professor of Azerbaijan State Pedagogical University (4)</p> <p><i>"Efficient governance of higher education institution"</i> presented by prof. Afgan Abdullayev, Dean of Azerbaijan University of Languages. (5)</p> <p><i>"Role of students in university governance"</i> presented by prof. Oktay Samadov, prorector of Baku Slavic University (6)</p> <p>Discussions</p>
13:00 -14 :00	Lunch break
14:00-15:30	<p>Session2</p> <p><i>"Provision of employment opportunities for population taking into consideration labour market demands"</i> presented by Mrs. Sevil Mammadova, Senior Expert, Strategic Analysis, Planning and Human Resources department , Ministry of Education</p> <p><i>"Introduction of quality governance in higher education "</i> presented by Mr. Adalat Ibadov, assistant professor of Gafgaz University (7)</p> <p><i>"New trends in development of cooperation between universities and employers"</i> presented by Mr. Tayyar Mustafayev , assistant professor of Gafgaz University (8)</p> <p>Discussions</p>
15:30-16:00	Tea break
16 :00-17 :00	<p><i>"Development of university curricula taking into consideration labour market and employers demands"</i> presented by Mr. Isa Gasimov, assistant professor of Gafgaz University (9)</p> <p><i>"Organising work practice of students "</i> presented by prof. Adil Khasiyev, Dean, Baku State University (10)</p> <p>Discussions</p>

relevant agencies, students' ability, social needs.

23 April 2013

Model training programme in order to fill in the labour market. 2012, higher education sectoral school to help staff for self dev. scholarships. Educational train activities.

Main peculiarities of formation of governance behaviour... methodology, need to labour market, annual enrolment, internal standard, should increase higher staff team.

Session 3 - to train staff on e-technology & training with monitor & ed. Higher education facilities & data created. Regional development "Curriculum Implementation: Success Stories and Challenges for Higher Education in Developing Nations." presented by Prof Dr. Nik Ahmad Hisham Ismail, to set up fund for project. Vocational training support system. Next page with Elements & Components of Curriculum: A Quest for "Governance of Higher education: Issues and Challenges in Universities and Colleges Governance." presented by Prof. Dr. Nik Ahmad Hisham Ismail excellence for universities & colleges at the level of nations. Main peculiarities of formation of governance behaviour, emotional and social competencies of university governing staff. Dr. Elza Samadova, Dean of Education faculty, Khazar University Discussions - We need to improve needs of education to needs of need to develop human resources as education. The needs done in the field. → to prepare dev. of staff. To follow some actions in education facilities in professional dev. of the staff. - students started to site - Min of education with

11:00-11:30

Tea break

11:30-13:00

"Planning and governance of scientific research in higher education institutions" presented by prof Rasim Hasanov, Director of scientific-research institute of "Economic studies" "Doctoral study model in Azerbaijan: comparative analysis" presented by Dr. Zohrab Ibrahimov, Head of Doctoral studies department, Azerbaijan State Economic University

historical → 90's → range of harmonization acc. link to Bologna Process / Agreement

"Planning of doctoral studies in universities" presented by prof. Eldar Shakhgeldiyev, Head of Doctoral studies department, Khazar University

13:00-14:00

Lunch break → Migration issues - between the universities

14:00- 15:30

→ 31 consortiums for doctoral degree. → 4) autonomy in university. → What are the justifications for Azerbaijan to

list of literature for the researchers not the responsibility of the supervisor? to any supervisor to be supervised by the professor in the field of study. 2010, standard of PhD. not needed. → transparency → In avoid alienation. PhD. school to quality assurance - supervision of thesis & - quality assurance

Session 4 "Organisation of doctoral studies" presented by Dr. Humeir Ahmadov, Scientific-Research Institute of Education, Head of Doctoral Studies department

"Development of subject curricula for Doctoral programmes" presented by Dr. Afet Mammadova, Head of Doctoral studies department, Baku State University

"Evaluation of academic staff in higher education institutions" presented by Dr. Sardar Shabanov, Head of Division, Scientific-research institute of "Economic studies"

	Discussions
15:30- 16:00	Tea break
16:00- 17:00	"Transfer to module-credit system in in-service training." presented by Mrs. Sevda Abbasova, Senior Expert, Ministry of Education, Azerbaijan Discussions (20)

24 April 2013

09:30-10:30	Session 5. 1) Governance of Higher Education: Issues + Challenges in Universities and Colleges Governance. (21) 2) "Benchmarking of Higher Education: A Case Study of Benchmarking Postgraduate Programs in Malaysia." presented by Prof Dr Nik Ahmad Hisham Ismail, External Expert (22)
10:30-11:00	Discussions
11:00-11:30	Tea Break
11:30-13:00	Development of recommendations and official closing ceremony

→ Development of subject curricula of PhD.
- looks at the needs of the nation + society before decided to introduce the PhD programme.

→ Evaluation of academic staff

- expert to evaluate the staff.
- products of staff.
- Impact ratios -
- collect the info → spread list of special list that university completion.
- teachers with the highest score / cumulative calculation - ratio table -
- initial data.
- by item: / yr
- [who have the access to the data]

12	14 weeks
	3
	<hr/>
	42 hrs

→ awards, political
commissions, services
awards, stopped.
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BAKU'S WORKSHOP

Governance for Higher Education: Issues in Universities Governance

GOVERNANCE IN HIGHER EDUCATION

- ✘ Governance in higher education could be defined as follows:
- ✘ The formal and informal arrangements that allow higher education to make decisions and take action.
- ✘ “the structure and processes of decision-making” Sporn (1999).
- ✘ Governance is “internal relationships, external relationships, and the intersection between them” Marginson and Considine (2000).

GOVERNANCE IN HIGHER INSTITUTION

- × Governance in higher institution entails the following:
- × The way in which higher education systems and institutions are organized and managed.
- × Process of (strategic) goal setting in systems and institution.
- × Structures and processes through which individuals/groups influence decision making processes
- × Modes of executing and implementing decisions

TYPES OF GOVERNANCE IN HIGHER INSTITUTIONS

- ✘ 1. Collaborative-University Constituents (CUC) collectively make decisions about the direction of the campus.
- ✘ 2. Stratified-Systems of Governance (SSG) where certain constituents make decisions according to decision type (e.g., faculty decide on curriculum and the administration determines policy and budgetary issues).
- ✘ 3. Consultative-Governance Structures (CGS) in which the president reserves decision-making authority with the expectation that they consult with university constituents before making decisions.

CHALLENGES OF GOVERNANCE IN HIGHER INSTITUTIONS

- × *Institutional Autonomy in Higher Education*
- × *Market Forces in Higher Education*
- × *Financial decision making*
- × *Curricular decision making*

HIGHER EDUCATION GOVERNANCE STRUCTURE
(MCGUINNESS, 2003).

- × Governing Board
- × Coordinating Board
- × Planning/Regulatory/Service Board

GOVERNING BOARD STRUCTURE

- × Combined Mixed Governing Board
- × Separate Governing Boards 1
- × Consolidated Governing Board
- × Separate Governing Boards 2
- × Separate Governing Boards 3
- × Separate Governing & Coordinating. Boards

COORDINATING BOARD STRUCTURE

- ✘ State Coordinating/Separate Governing Boards 1
- ✘ Combined Mixed
- ✘ Agency Coordinating Board/Separate Governing Boards
- ✘ State Coordinating/Separate Governing Boards 2
- ✘ State Coordinating/Mixed Institutional Boards
- ✘ State Coordinating/Separate Governing Boards 3

PLANNING/REGULATORY/SERVICE BOARD STRUCTURES

- × Separate Governing/No-Authority Planning Board 1
- × Planning Board/Governing Board for Community
- × Colleges/Separate Governing Board for Universities
- × Separate Governing/No-Authority Planning Board 2
- × Multiple

IMPROVEMENT IN INTERNAL MANAGEMENT OF UNIVERSITY

GOVERNANCE

- × Improvement in the aspect of:
- × Mission statement and general aims .
- × Development of organisational architecture and structure
- × Financial initiatives aimed at improving management
- × University relationship with its environment and staff policy

FACTORS INFLUENCING GOVERNANCE IN UNIVERSITY

EDUCATION

- ✘ Academic staff perception of governance practices
- ✘ Professional and ethical standards of the academic community
- ✘ Academic staff opinion about leadership practice

POSITIVE FEATURES OF THE GOVERNANCE PRACTICE

- × Features expressing the internal orientation of higher institution governance.
- × Features expressing the external orientation of higher institution governance.
- × Features of collegial governance practice.

FEATURES EXPRESSING THE INTERNAL ORIENTATION

- × Adequate investment on material resources and infrastructures
- × Innovations in research and the development of new study programs
- × Encouragements to meet international trends and standards in teaching and research
- × Care for the quality of basic academic tasks

FEATURES EXPRESSING THE INTERNAL ORIENTATION

- ✘ Maintaining discipline and accountability
- ✘ Desirable characteristics of future leaders
- ✘ Respecting student's expectation and needs

FEATURES EXPRESSING THE EXTERNAL ORIENTATION

- ✘ Cooperation with business and the economy
- ✘ Cooperation with similar institutions across the country
- ✘ Cooperation with the international academic community in terms of achieving international standards.
- ✘ Establishing a respectful status of universities in the wider social environment

NEGATIVE FEATURES OF GOVERNANCE PRACTICE

- ✘ Negative attributes of governance practice
- ✘ Indicators of bad practice in higher education institution

NEGATIVE ATTRIBUTES OF GOVERNANCE PRACTICE

- × Bureaucratic and autocratic way of governance
- × Lack of communication and insufficient information flow
- × Slow in decision making process and lack of transparency
- × Personal interest and individualism

INDICATORS OF BAD PRACTICE IN HIGHER EDUCATION INSTITUTION

- × Lack of clear vision of developmental policy
- × Lack of managerial skills and competencies
- × Lack of accountability measures
- × Neglect of care for quality
- × Lack of adequate links with the economy and industry.

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