

President's News Digest

Message From the Editor

Welcome to the 12th issue of the 5th volume of the President's News Digest.

In this issue **Mr. Hatem Dammak ,Head of Audit and Compliance Unit and Acting Secretary General of University Councils** will address the subject of " **The Evolution of Internal Audit In the Higher Education Sector**"

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Mrs.Hessa Al Meraisi
Manager of President's Office

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Message from a Colleague

The Evolution of Internal Audit in the Higher Education Sector

The Institute of Internal Auditors defines internal auditing as, "an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes." By its very definition, internal audit activity is intended to enhance the organization, not play "gotcha" politics.

Historically, internal audit (IA) was traditionally focused on assuring financial integrity and detecting any fraudulent behavior (Arena, 2013). Its scope has later expanded to assure compliance with the various laws and regulations of the sector in which the organization operates. More recently, the internal audit function has further evolved to become a powerful tool of continuous improvement and development that aspires to improve the efficiency and efficacy of the organization's operations, anticipate risks, seize opportunities and achieve strategic goals (Lettieri et al., 2009).

In the higher education sector, we can say that the IA function was introduced later than many of the other sectors, thus it is still somewhat under-researched, but its role has proven increasingly important as Higher Education Institutions (HEIs) are trying to navigate an environment full of new risks and challenges of regulatory, financial, operational and reputational nature. Perhaps the most famous scandal in higher education that was heavily covered by the media is a nationwide college admissions bribery scandal at several top American universities. The scheme was uncovered in March 2019, but it actually happened several years ago. The reputational damage was massive, and I can't help but think that if the involved universities had better and stronger IA mechanisms, they could have avoided this accident.



Mr. Hatem Dammak
Head of Audit and Compliance
Unit & the Acting Secretary
General of University Councils.

Hatem Dammak is a Tunisian Higher Education Professional with 10 years of experience. He has a Bachelor of Engineering from ENIS (Ecole Nationale des Ingénieurs de Sfax) and is currently pursuing his MBA at Strathclyde University. He achieved his Lead Auditor Certificate in 2017 and his AFHEA status in 2019. He used to work at the Mediterranean School of Business (www.msb.tn) before joining ASU in November 2016.

The evolution of the role of IA at HEIs was captured by a study conducted by 2 researchers at the University of Texas at Tyler. They surveyed 356 universities (members of ACUA: Association of College and University Auditors, founded in 1958) to detect the types of audits conducted, which showed a noticeable evolution. In fact, over 20 years ago, a similar survey found that almost half of ACUA member institutions performed no performance or operational audits, focusing primarily on issues related to financial integrity and regulatory compliance. Survey results show that a greater percentage of today's ACUA members (2019) are involved in higher-level audits. As shown in Table 1 below, all respondents, both private and public institutions, are now engaging in operational and/or performance audits (31.5% and 30.7% of audit hours, respectively), which was previously not the case.

Table 1
Types of Audits Performed at Institutes of Higher Education Based on Audit Hours

	PRIVATE	PUBLIC
Compliance	27.4%	30.0%
Financial	19.4%	16.3%
Operational/Performance	31.5%	30.7%
Governance	10.4%	8.4%
Other	11.3%	14.6%
Total	100.0%	100.0%

Here at ASU, under the guidance and encouragement of the University's inspiring leadership, the Audit & Compliance Unit tries to strike a balance in its auditing activities to both ensure compliance with the different regulatory bodies (HEC, BQA, LMRA, etc.) and explore improvement opportunities with regard to the University's operations, control mechanisms, policies and procedures, and governance. Furthermore, I am personally interested in advancing the research around internal audit as a function within the universities based in Bahrain in particular and the GCC countries in general, which could be the subject of a research paper in the future.

References:

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Lettieri, E., Masella, C., Radaelli, G., 2009. Disaster management: findings from a systematic review. *Disaster Prev. Manag. Int. J.* 18, 117–136. <https://doi.org/10.1108/09653560910953207>

The Art and Science of Teaching and Learning

Teaching and learning have always been hot topics, especially in recent years. The old days of traditional teaching are over. The broadcasting/spoon feeding model is no longer appropriate. Recent conversations and discussions in this area are all about how the art of teaching can meet the science of learning. In fact teaching (and learning) is in part art and in part science. The science part is related to:

- Developing rigorous and relevant courses and academic programmes with clear learning outcomes
- Developing assessment methods to measure the achievements of the learning outcomes
- Embracing models like Bloom's Taxonomy to design learning outcomes and their appropriate assessment methods
- Following NQF (National Qualifications Framework) frameworks to position learning outcomes at the right levels



Written By
Professor Ghassan Aouad
The President of Applied
Science University

The art is related to :


- The delivery methods which should be exciting using a variety of teaching tools and embracing technology
- The ability to orchestrate a vibrant and supportive environment taking into account the students' abilities, their psychological and behavioural needs and their learning styles
- The layout and design of the classrooms by embracing basic techniques to make them look welcoming.
- A teacher/instructor should master their subject areas (science). However, it is also important to have the right delivery methods and engagement with students (art).
- The quality of teaching and learning is usually reflected in typical statements by students.

Typical positive statements you hear after a lecture/class include:

- It was inspirational setting the vision for the subject area
- It was exciting and full of good ideas and positive participation
- The lecturer was amazing by being dynamic creating a vibrant learning environment
- For the first time, I started to understand this subject
- The lecture room was really welcoming
- The content was at the right level
- **The PowerPoint slides were clear with the right number of bullet points and text**
- The use of a variety of methods including videos, etc was very useful
- The lecturer was clear about the learning outcomes that will be achieved and how they will be assessed
- I like the way the lecturer split us into groups and encouraged us to think critically and to learn from each other
- I will definitely take another subject with this lecturer
- I liked it when the lecturer said, please come to my office during office hours for any further help
- I can't wait for the next lecture

Typical negative statements after a lecture/class include:

- It was monotonous and boring
- The lecturer was sitting on the chair and reading the slides throughout the lecture
- The lecturer didn't have any eye contacts during the lecture
- The content was good but the delivery was bad
- I didn't understand what learning outcomes I would achieve
- The content was not right for a final year class
- This lecture was really boring in comparison with the other one, the lecturer kept reading from the book
- The PowerPoint slides were full of spelling mistakes
- I wish I didn't take this subject and this lecturer
- The lecturer kept wasting our time by telling stories which are not relevant to the course
- This lecturer doesn't understand that he/she is teaching digital natives, his/her use of technology was really primitive, couldn't make the font bigger on the slides.
- This is my very first semester and the lecturer was really harsh
- The classroom setup was not right for a good and dynamic learning environment
- God helps us it is the same lecturer of last week



Delivering an exceptional teaching and learning experience to our students depends entirely on us as educationalists. We need to create a culture of quality and excellence coupled with strong leadership in order to provide our students with a supportive environment that will make learning really interesting.

A passionate lecturer will produce excellent lecture notes based on the course specifications and lesson plans. He/she will also be passionate about delivering state of the art lectures that meet the specified learning outcomes using a variety of methods. In addition, he/she will produce course portfolios of the highest quality containing samples of lecture notes, assessed work, and reflective statements amongst many others. He/she will ensure that the students are taught and assessed at the right levels taking into account NQF requirement and Bloom Taxonomy revised model.

Some tips to be a good lecturer are listed below:

- Be prepared, your students are looking forward to be educated by you through your knowledge and experience. You need to demonstrate that you are the master of the class and that you have the competencies and skills needed, they are observing you during the entire lecture
- Be firm and assertive to ensure that they are taking learning seriously. However, there is a fine line between assertiveness and harshness, you need to demonstrate empathy and provide all the support needed
- Be a leader by controlling your class and managing time properly. It is vital that you lead by example by demonstrating that you are turning up on time and by fulfilling your commitment to complete your class and cover the learning outcomes
- Be inspirational, your students see you as a role model. They want to listen to a performer who makes teaching exciting and their learning deep and interesting
- Be creative and teach in a variety of ways. Avoid to be monotonous and predictable and ensure that you are using relevant technologies to make your lessons more interesting and engaging
- Be passionate as our profession of teaching and field of education require passion in everything we do. A passionate lecturer will create a buzzing environment where learning can flourish
- Be fluent in using and understanding Bloom Taxonomy: academic's knowledge of Bloom Taxonomy is vital in order to design learning outcomes and assess them at the right levels. Success in Programme Reviews and NQF related activities depends on study plans, learning outcomes, and assessment of learning outcomes reflected in good quality course portfolios. **It is disastrous to use verbs like define and explain in the final years of an academic programme;** in the final year the questions will be mainly based around the verbs create, formulate, etc. Just to remind everybody the levels of Bloom Taxonomy are: Remember, Understand, Apply, Analyse, Evaluate, Create (RUAAC), in the first years of an academic programme it is about remembering, understanding, defining, listing and applying knowledge whereas in the final years it is all about critically analysing, evaluating, formulating and creating aspects of knowledge.

To conclude, change is the only constant in our lives and as academics and administrators we need to embrace the change. The change in students demands, market demands, different type of skills, teaching methods, teaching pedagogies, technology, quality, etc should be taken into account and staff development should play a major part in educating colleagues about changes in the teaching and learning areas.

The President attended the 26th Annual Meeting of the Arab Council for Students Training and Innovation Between the 12th and 13th of January.



The President attended the 26th annual meeting of the Arab Council for Students Training and Innovation hosted by Misr University of Science and Technology (MUST) in Egypt. The meeting was chaired by the the President of the University of Jordan and Chair of the council and in attendance was the Secretary General of the Association of Arab Universities, President of MUST, and many other Arab Universities Presidents and senior representatives. The meeting focussed on students exchanges between Arab Universities and how to encourage a culture of collaboration and innovation amongst students. The next students Innovation forum will be held at Tanta University in Egypt in March 2020. The Arab Council for Students Training and Innovation is a council of the Association of Arab Universities and ASU was elected at the last meeting of the Association of Arab Universities held in Sharm EISheikh in Egypt as a member for three years.

Written By
Professor Ghassan Aouad
**The President of Applied
Science University**

The Importance of Learning English for our Students

At the beginning of each semester, many of my students ask me about the reasons for which we teach English courses at our university in spite of the fact that English is not our mother tongue. Accordingly, I will explain in this article why it is very important for our students to learn English and why they should focus on learning languages as much as possible.

It is important for us to learn as many languages as we can because when we learn a new language, we identify a new culture. There is a big link between language and culture to an extent that we can say they are identical to each other. When the culture changes, this reflects on the language itself because it changes too with the culture. When we think of language and culture, we have to bear in mind that language has to do with expressing how we think and the way we feel.

It is important for us to learn English Language because it is used in science, computers and industry. If any person is interested in working in these fields, it is very important for him/her to master the English language. Also, if somebody is seeking to get a job in these fields in addition to many other fields, the employers will ask him/her about their abilities in English because most of the available material related to these fields is in English.



Written By
Mr. Hamzah Ramadan
Lecturer

It is important for us to learn English Language because it is used by millions of people round the world. It is not just used for speaking with others but also as a second language. In addition, English is used in business and making deals. All statistics show that English is used in communication and when big companies employ their employees, they expect them to be able to communicate and write in English.

It is important for us to learn English because many books are printed in English and if our students want to read these books, it is important for you to know the English language. Reading is very essential for any human being if he/she is interested in gathering information about any topic. Many books discuss different topics and they are written in English.

To conclude I always advise my students if they are interested in learning the English language to do the following:-

Not to worry about making mistakes and to have enough self-confidence when they are speaking with others in English. In case others are correcting them while they are speaking, they must listen to them and try to implement what they tell them about. Students must practice speaking on regular bases by writing down a plan and deciding how much they want to study daily, weekly and monthly.

Students must focus as much as possible on expanding their vocabularies. They must write the meanings of the new words and their use in the notebook. They must also try to use them whenever they get the chance to. If they find out that the new words that they learn have different meanings, they must write the new meanings and their use in sentences. In this case the meanings of the words and their use will stick in the long term memory.

At the end, I always advise my students to ask for my help whenever they need anything related to learning English. My guidance in addition to their sincere efforts and perseverance will undoubtedly assist them to achieve their aim and be fluent in the English language.

<https://www.langports.com/100-things-you-can-do-to-improve-your-english/>

Ayadi Relief Visited ASU



On Wednesday the 15th of January 2020, the Community Engagement Office at the Applied Science University represented by Dr. Mohammad Alaa Al-Hamami, the Manager of the Office, received a delegation from Ayadi Relief (a Bahraini relief youth-led organization). The visiting delegation included Ms. Shaikha Showaiter, the General Manager, and Ms. Dalal Felaifel, the Projects Manager in the Organization. A meeting was held in the presence of Dr. Mohammed Youssif, the Vice President for Administration, Finance and Community Engagement, Mr. Abdulla Al Khaja, the Director of Administration and Finance Directorate and President Advisor for Follow-up Affairs, Mr. Mohammad Azzam, the Manager of the VP Office for Administration, Finance and Community Engagement, and Mr. Mohammad Nassar, the Assistant Director of Administration and Finance Directorate to discuss ways of cooperation.



Written by
Dr. Mohammed Al-Hamami
Office Manager of
Community Engagement

Unpacking Bibliometrics & Boosting Citations Workshop



Applied Science University participated in the Workshop “Unpacking Bibliometrics & Boosting Citations organized by the Higher Education Council (HEC) on Thursday, January 9th, 2020. The workshop was delivered by Knowledge E (KnE) Masterclass. The workshop’s intended audience are: university leaderships, researchers, academics, and professionals supporting research activities. The University was represented by Professor Yazeed Al-Sbou, Dean of Research and Graduate Studies, Dr Mohamad Sultan, Head of Design and Arts Department and Dr Saeed AlDulaimi from the College of Administrative Sciences.



Written By
Professor Yazeed Al-Sbou
**Dean of Research and
Graduates Studies**

The content of the workshop was mainly about: steps for successful submission, Bibliometrics methods and indicators, Data sources and their pros and cons. In this regards, there will be an “Echo Session” on Thursday, January 23rd for the academic staff of the university so that knowledge can be shared among colleagues.



Student’s Council Meeting with ASU Governance and Strategic Planning Unit on Strategic Planning for the period of 2020 – 2025

On 13th January 2020, Ms. Eman Ahmed Alsaadeq, the Head of Governance and strategic Planning Unit held a meeting with ASU student council on the strategic planning for the period 2020-2025. During the meeting, the new strategic plan for upcoming years (2020-2025) was discussed using SWOT analysis. Also, the ASU vision and mission in 2025 was discussed through which Ms. Eman captured the student’s perspectives and she emphasized on the importance of student’s council role in achieving the vision and mission of ASU.



Written by
Ms. Rawan Bucheeri
**Administrator In
Student Services
Office**



The Department of Design & Arts Held their First Advisory Board Meetings for 2019/2020 for its Graphic Design and Interior Design Programmes.



On Thursday, 12th Dec 2019, the Graphic Design Programme held its advisory board meeting at ASU. Prof. Ayman Al-Dmoor – Acting Dean of the College of Arts and Science, Dr. Mohamed Abdeldayem – Head of Department of Design & Arts, Dr. Mohamed Yasser Abbar – GRD Programme leader attended as members, while Dr Mahmoud Mourad – an academic staff member in the programme, attended as an invited guest. External members from the industrial field: Mohammed Abdulla Buceeri, Mr. Ahmed Shams, Mr. Hussein Ahmed Saleh and Mr. Jasem Mohamed Al-Hassan attended the Graphic Design Department advisory board meeting.



Written by
Dr Mohamed Abdeldayem Soltan
Head of Department of Design & Arts



The Chair of the advisory board Mr. Buceeri (Founder and CEO of Sketch Media Co.) started the meeting by welcoming the attendees. Dr Mohamed Yasser Abbar provided a brief of the previous meeting minutes and a reflection on the achieved progress based on the recommendations discussed in the previous advisory board meeting in the academic year 2018/2019. Progress was represented in the operational plan, improvement plan, external reviewer report 2018/2019 feedback and comments, the results of the Annual

Program Review Report (APRR) 2018/2019, and the progress of placing Graphic Design programme on the National Qualification Frame (NQF). The advisory board members and guests had been invited to discuss the demand for the programme and its usefulness for Bahraini market. They provided some important points about need for the new media that can be implemented for marketing, e.g. web & App design and social media advertising. Additionally, some methods to strengthen the relationship between the programme and the industry as well as offering internship opportunities were discussed.

On Thursday, 29th Dec 2019, the advisory board members of the Interior Design Programme gathered for their first meeting for the academic year 2019/2020. Prof. Ayman Al-Dmoor – Acting Dean of the College of Arts and Science, Dr. Mohamed Abdeldayem – Head of Department of Design & Arts, Dr. Eiman Algewely – IND Programme leader attended as members, while Dr Oday Al-Juboori – Vice Dean of the College of Arts and Science, attended as an invited guest.. While the following attended as external members from the industrial field: Mrs. Feryal Nass,



Ms. Abeer Akbari, Ms. Janan L Habib, Dr. Mohammed Abdulaziz, Mr. Mustafa Sulaiman and Mr. Fadi Al Masri. Chair of the advisory board Mrs. Feryal Nass (Founder and Chairwoman of Bahrain Entrepreneurship Organization) started the meeting by welcoming the attendees and overviewing the meeting agenda. Dr Eiman Elgewely delivered a presentation to the attendees overviewing the progress, achievements and goals. She touched upon some of the advancements in the field that the programme already started to address through its core courses. Afterwards, the board members opened discussion on several issues. One of the main issues was a discussion on ways to increase cooperation with the related sectors in Bahrain. A materials library for the interior design students in the university was suggested.

Jurying Students' Projects at the Department of Design & Arts for the 1st Semester 2019/2020.

Academic staff members of the programmes of interior design and graphic design juried students' projects in several courses in the end of the 1st semester of the academic year 2019/2020. Many projects clearly showed the extent of skills that the students achieved during their course of study.



Written by
Dr Mohamed Abdeldayem
Soltan
Head of Department of Design
& Arts

ASUrise Team Conducted the First Workshop for AdvancedHE Cohort 3 Participants at the Dome Hall

On the 9th of January 2020 the ASUrise team conducted the first workshop for AdvancedHE Cohort 3 participants in the Dome Hall. There were 12 participants who attended the workshop including; 5 from the College of Administrative Sciences, 4 from the College of Law, 2 from the College of Arts and Science and 1 from the College of Engineering. The workshop was a very enlightening and productive as it displayed the participants with planet of hints to learn and produce the best possible submissions.



ASUrise team wishes all the participants the best during their preparation and submission process. This initiative will bring us closer to achieving our key indicators target and ultimately to having all our academic staff taking part of the ASUrise fellowship scheme.

Written by
ASUrise Team

Many thanks to Professor Ghassan Aouad, the President of ASU, for his continuous support and encouragement, he presented a warm welcome to cohort 3 into the scheme, he added that the ASUrise fellowship is important for our students, staff and ASU, as it reflects quality in all what we do, in all our activities



Interview with Alumnus



Name:	JAWAHER MOHAMED ALJALAHMA
Workplace:	JOB SEEKER
Academic Degree	BACHELOR
Academic Major	INTERIOR DESIGN
Tell us about your Experience at ASU in terms of learning environment and teaching methods.	Applied science University granted me with a lot of opportunities that helped me develop my confidence. In addition ASU helped me forming and sharing experience on academic and educational scales.
What did you enjoy the most about your experience at ASU?	Volunteering in different events, the educational workshops that embedded my creativity and contributed in developing my self-esteem and skills.
Tell us a success story inspired by ASU.	Executing projects and getting the chance to experience it in the real life.
In your Opinion, What are the Improvement areas you would like to see at ASU in the future?	We need to have more field trips in order to connect what we learn to the working environment. I would love to see more of different workshops that combine with the market needs. This will create a bridge of understanding between the employers and ASU future employees in terms of student's reputation in the market.
Final words	I would like to thank ASU for being a part of my personal growth and the provider of my experiences and knowledge.



Interviewed By: Mrs. Noora Musalam, **Manager of Career Development & Alumni Affairs Office, Deanship Of Student Affairs**

ASU Annual Camp

An entertainment camp was organised by the Directorate of Marketing and Public Relations in the Sakhair area for University staff and students. This also witnessed the presence of the Chairman of the Board of Trustees Professor Waheeb Al Khaja; the Board of Director member, Mr Mohamed Al Khaja; the President of the University, Professor Ghassan Aouad; both the academic and administrative members accompanied by their families and friends in addition to the members of Students Councils, the University Sport's Team and a good number of alumni.

In a cozy atmosphere, the camping started with a delicious lunch where the visitors enjoyed diverse activities including traditional Bahraini cuisines, children's games, competitions, music, Ruffles and Prizes followed by a live cooking. The attendees also enjoyed a unique magical show of a Magician and another comedy session of the Clown.

The primary management aims for such activities is to maintain a long lasting impact on the social bonding among all members that develops sense of unity to improve organizational engagement and teamwork that underlies the policy of the University.



Written by
Mr. Abdulhameed Baqi
Administrator ,
Directorate of Marketing
and Public Relation





University Campaign at City Center

As part of the Directorate of Marketing and Public Relations students recruiting plan, a promotional booth been held and organized by the Directorate at the City Center Mall Bahrain. The three-days mall campaign aim was to present the University academic programmes to the walk-in, targeting all interested segments from diverse demographical preferences.

The campaign included representatives from the Directorate of Marketing and Public Relations Mr Ali Mohammed, Mr Baha Karaimeh, Mr Abdulhameed Baqi and Mr Yusuf Al Ghawi, representative from Directorate of Admin & Finanace Mr. Maan Alnasser, representatives from Directorate of Admissions & Registration Mr. Furat Haddad & Mr. Ahed Shanti in addition to members of student's council who presented the University courses and other provided facilities by advising the audience on which majors that suits their passion. There were also ruffles/prizes for those who enrolled directly from the university stand.

In fact, this type of campaign provides the University with a wide array of options that allows not just to communicate the message but helps reach the target market in a bold, and interactive personal manner. Whether it's brand awareness or directing the students and their parents on the path of enrollment this type of campaigns is useful in the long run.



Written by
Mr. Abdulhameed Baqi
Administrator,
Directorate of Marketing
and Public Relation

Quote of the week

“What is now proved was once only imagined.”

-William Blake

من روائع الشعر العربي

يا أعدل الناس إلا في معاملي فيك الخصام وأنت الخصم والحكم

-المتنبي