

HE Leadership in Morocco: Evaluation Visits at Selected Universities

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Abstract

Erasmus + project MORHEL, co-coordinated by EMUNI (Slovenia) and AUI (Morocco), aims to advance leadership capacity across Moroccan higher education institutions (HEIs). Assessment visits were conducted at five Moroccan institutions (UM6P, UEMF, UMI, AUI, and USMS) during October and November 2024. Together with institutional questionnaires, these visits yielded important information about the piloted leadership training programs' durability, difficulties, and efficacy. The activities are part of WP3 and serve as preparation for WP4, which focuses on full implementation and establishing leadership centres.

Twelve modular leadership training programs were piloted with the first cohort, addressing strategic governance, change management, ethics, and HR management themes. While face-to-face delivery was praised for fostering engagement and peer learning, online components raised concerns regarding duration and scheduling. Each institution gave feedback on module content, distribution methods, and the necessity of tailoring materials to various institutional contexts. Importantly, participants stressed how incorporating leadership training into frameworks for professional and doctoral development is strategically relevant.

The creation of specialised leadership development centres and satellite hubs, most notably the newly established National Leadership Development Centre (NLDC), has been a key accomplishment of the project. These centres are envisioned as sustainable platforms for future training, dissemination of open-access materials, and MOOC delivery. Recommendations include standardising assessments, refining training content, and

increasing the Ministry of Higher Education's certification and policy alignment involvement.

The development made by MORHEL is indicative of a robust framework of collaboration between the Ministry, 11 Moroccan HEIs, and European partners. The project tackles structural governance issues in higher education and supports capacity building. In the future, extending the program and integrating leadership excellence into national HE objectives will require institutional commitment, ministry support, and ongoing peer-led improvement.

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