جامعة الإمارات العربية المتحدة
United Arab Emirates University

UAEU

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Strategic Plan
2017 – 2021

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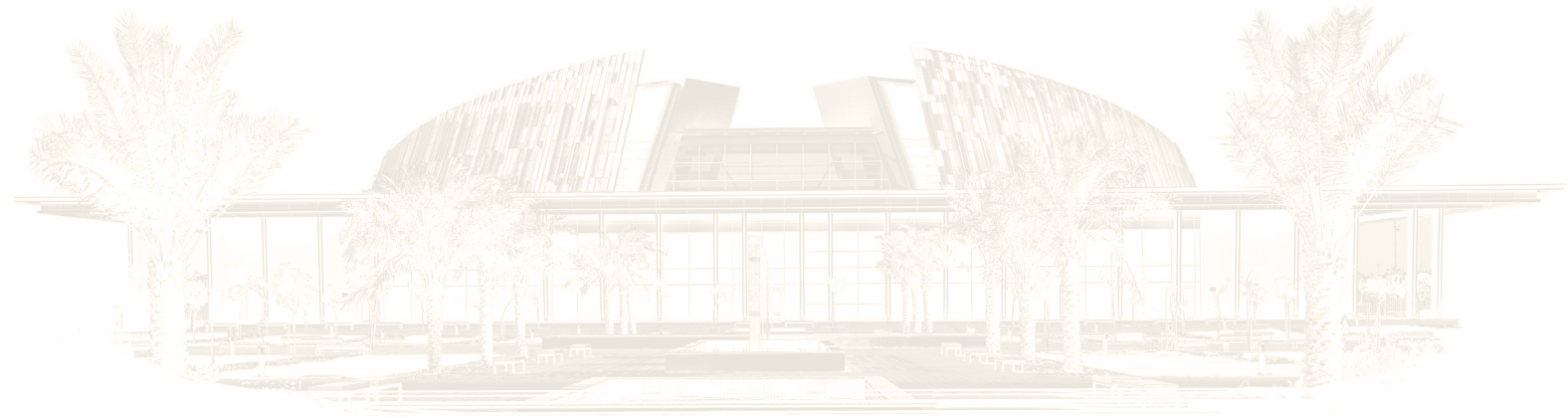
GOAL 1

Prepare students to be distinguished in their areas of specialization, leaders and productive members of society.

United Arab Emirates University

Initiative	Activities
1. Enhance the quality of current academic programs and establish new programs that align with UAEU future vision	• Conduct inter-program review for efficiency of course offerings and feasibility of reform models and suspend programs not needed by the market. • Introduce new trends and future-oriented academic programs characterized by an interdisciplinary nature, innovative solutions, and contemporary research components. • Align current programs with the future vision of the UAEU.
2. Teaching and Learning - Improve effectiveness in teaching and learning	• Professional Development - Expand professional development for faculty in pedagogies that support 21st century learning requirements and in the use of emerging educational technology to support innovative teaching and learning. • Teaching Effectiveness - Further develop the processes for recognizing and evaluating innovative and effective teaching practices. • Research Experience - Increase the engagement of students in disciplinary and educational research.
3. Adopt Blended Course Transformation (BCT)	• Design and Development of Course Content. • Adopt Digital Textbooks and associated Big Data Analytics.
4. Student Recruitment – Improve recruitment efforts to attract and retain high-achieving students	• Recruitment Programs - Develop stronger outreach and recruitment programs for high school students. • Scholarships - Liaise with government entities to solicit more scholarships opportunities for talented students. • Meet market needs - Encourage students to join specialties required by the national labor market.
5. The Student Experience - Provide a university experience centered on student development and success	• Student Preparation - Improve the preparedness of freshman students. • Advising - Improve the integration of student advising activities and increase their effectiveness. • Student Activities - Link extracurricular student activities and co-curricular programs more closely with program and institutional learning outcomes. • Internship and Employment Opportunities - Make use of UAEU partners to avail more internship and employment opportunities for UAEU students. • International Experience - Provide student with diverse international experiences through student exchange programs.

Initiative	Activities
6. Graduate Students - Increase the number of high quality graduate students	• Marketing - Improve marketing efforts for graduate programs. • Admission Process - Simplify and accelerate the admission processes for prospective graduate students. • Funding - Obtain more funding, including sponsorships for stipends, for graduate students studying in strategic discipline areas. • Graduate Student Services - Expand the range of support services that are available to graduate students, both on- and off-campus.
7. Library - Redefining the role of Library in supporting teaching, learning, and research	• Library Services - Developing library services to support 21st century skills (communication, collaboration, creativity and critical thinking). • Information Literacy - Improve information literacy support programs. • Library Collections - Develop process for linking collections more closely with degree programs and with areas of research activity. • Qualified Librarians - Recruit staff with professional library qualifications and initiate professional development programs.

GOAL 2

Develop research capacity and innovation in areas
of national and global importance.

Initiative	Activities
1. Research Areas - Developing research innovation in areas of national priority	• Cutting-Edge Research - Stimulate innovative, interdisciplinary research activity. • Develop Research Capacity in Health Sciences and Space Sciences and Technology as Research Niches of UAEU. • Research Collaborations - Identify and pursue opportunities for collaborative research with external partners. • UAEU Science & Innovation Park (External Engagement) - Attract a range of SMEs and R&D organizations as partners in the UAEU Science and Innovation Park. • UAEU Science & Innovation Park (Internal Engagement) - Increase involvement of UAEU researchers in the Science and Innovation Park.
2 . Research Quality - Enhancing the quality and quantity of research and researchers	• Faculty Quality - Recruit and retain international cluster leaders and faculty with research potential. • Sufficient Faculty Numbers - Bring student-faculty ratios and teaching loads into line with international benchmarks. • Research Centers - Develop UAEU research centers and Increase the effectiveness of their outcomes. • Graduate Programs - Identify and develop additional graduate programs to support research in areas of national priority. • TA Program - Promote the TA program to support and develop national teaching and research capabilities.
3. Research Support - Promote a research supportive environment development and success	• Research Infrastructure - Enhance the university research facilities and establish a fabrication lab. • Research Funding - Increase internal and external funding for research in areas of national priority. • Graduate Student Research - Encourage Graduate Students to link their research projects and thesis to funded research projects and research centers. • Endowed Chairs and Professorships - Establish distinguished professorships and endowed chairs in the university. • Administrative Services - Provide effective administrative services, procurement and finance that support research activities and initiatives.

GOAL 3

Expand international accreditation for the university
and its academic programs and promote the university's
global reputation.

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Initiative	Activities
1. International Accreditation - Expand the international accreditation for the University and its academic programs	• Institutional Accreditation - Secure and maintain international institutional accreditation for the university. • Academic Accreditation - Expand international accreditation of academic programs. • Accreditation Maintenance - Maintain Academic Accreditation of the programs through continuous improvement efforts.
2. Enhancing the quality of academic programs through continuous assessment and improvement	• Program Development and Review - Continue to improve the development and review process of academic programs. • Outcomes Assessment - Further enhance the quality of assessment of student learning outcomes. • Market Needs - Ensure that academic programs are aligned with UAE market needs.
3. The International Community - Promote the university's international reputation and its achievements worldwide	• Marketing - Develop a marketing and branding strategy to enhance university international repute. • Expertise - Market the faculty and researchers expertise and their scientific achievements. • Recruit - Focus on recruiting and retaining highly reputable faculty members.
4. International Partnerships - Further university global engagement with international Higher Education community	• External connections - Build more extensive connections with reputable universities. • Benchmarking - Develop more active benchmarking partnerships with international universities. • Future Studies - Encourage and facilitate Higher Education Strategic Forecasting studies for planning and improvement purposes. • High-Impact Conferences - Improve the selection of conferences attended by UAEU and increase the number of high-profile conferences hosted at the university.

GOAL 4

Promote the University's role in the transfer of knowledge and skills to serve the society.

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Initiative	Activities
1. Stimulating the university's role in community engagement	• Develop local partnerships in support of knowledge and skill transfer to serve the community. • Develop a process to better understand and meet community needs of the services offered by the university and plan accordingly to meet these needs. • Develop a centralized database to document university partnerships and community engagement services.
2. Building a volunteering culture including the promotion of national identity and social responsibility within UAEU community	• Develop UAEU Voluntary Work process to encourage and stimulate higher involvement in voluntary activities. • Launch programs to raise awareness and encourage participation in voluntary work. • Establish partnerships with national agencies to provide opportunities for UAEU community to volunteer across the country.
3. Enhance relations with UAEU alumni and increase their engagement in university activities	• Improve communication and engagement with UAEU alumni. • Develop a centralized database of UAEU alumni since university establishment. • Effective communication with employers to solicit employment opportunities for UAEU alumni. • Conduct survey studies about UAEU alumni.
4. Promote the university role in meeting community needs of training and professional consulting services	• Assess community needs of training and professional consultation services. • Offer training programs including professional programs and specialized certification in areas required by the market for both the university and the community. • Market the training programs offered by the university. • Establish the Institute of Professional and Continuing Education (IPCE).

GOAL 5

Ensure high quality, efficient and transparent administrative services.

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Initiative	Activities
1. Financial Resources - Efficient and effective management of the financial resources	• Adopt a robust Budgeting Process that meets best practices. • Payroll. • Payable & Dues. • Internal Audit.
2. Procurement - Procurement Management according to international best practices	• Procurement. • Contracts management and follow-up.
3. Human Resources - Application of best practices in Human Resource Management	• Human resources planning, recruitment, and hiring. • Staff Training and Professional Development. • Management of Human Resources Services (performance evaluation, Personnel matters).
4. Ensure the implementation of quality standards and institutional excellence	• Quality Management. • Customers Relations Management. • Preparation to participate in Sheikh Khalifa Program for Excellence.
5. Administrative Quality Assurance: Strengthening the administration QA processes	• QA framework: Implement the university's approved QA framework in administrative areas. • Seven Star Services: Implement "Emirates Government Service Excellence Program" criteria across all UAEU services. • QA Award: Continue implementing the "Chancellor Award for Institutional Excellence".
6. Effective internal and external communication	• Planning and coordination of internal and external communications. • Management of Media activity.
7. Implementation of international best practices in leadership	• Offices of Ministers and Director General (Under-Secretary) and Executive Directors. • Advisors of the Minister and the Director-General (Under-Secretary).
8. Governance Structure: Continue the evolution of UAEU Governance structure in keeping with best international practices	• University Council: Continue the evolution of the University Council Governance in keeping with best international practices. • Policies and Procedures: Develop a regular review and revision process for all policies and procedures. • Data Governance: Establish UAEU data governance structure to ensure that constituencies are informed with accurate and consistent information. • Advisory Boards: Maintain the effectiveness of College Advisory Boards and ensure their positive contribution to the advancement of colleges.
9. Drafting and developing the Strategic Plan and Performance Measurement	• Drafting and developing the Strategic and Operational Plan. • Identify the key performance indicators, and performance measurement.

Initiative	Activities
10. Provide up-to-date IT services	• Development of electronic systems and applications. • Provide technical support to users. • Network and Security Information Management.
11. Smart Government: Ensure the application of Smart Government requirements on all UAEU Services	• E/M Transformation Plan: Support the electronic/smart transformation of UAEU Services. • E/M Quality Standards: Ensure that the UAEU smart services are provided according to the quality standards of UAE Smart Government.
12. Provide common services for all organizational units with high efficiency	• Maintenance. • Lease / Rent. • Transportation. • Consulting fees. • Other recurrent expenses (telephones and the Internet, etc.). • Other common services (tools, office stationery, petty expenses, etc.).

GOAL 6

Entrench a culture of innovation in
institutional work environment.

Initiative	Activities
1. Innovation Ecosystem - Establish Innovation Ecosystem	• Establish and sustain business incubators and innovation centers/labs. • Implement an accelerator program (10 - YOU) - 10 Years ahead of Other Universities to embrace disruptive innovation across UAEU. • Provide an innovative ideas management system for UAEU community. • Establish strategic partnerships for innovation.
2. Institutionalize Innovation - Foster, facilitate, reward and recognize innovations and innovators	• Innovation Initiatives - Encourage and stimulate innovative and entrepreneurial teaching & learning, multidisciplinary research, and administrative initiatives. • Foster innovation - Enhance diversity and interaction between students, faculty members, professionals, and community in educational settings. • Innovation Events - Organize events to disseminate UAEU community's innovations in Scholarship of Teaching & Learning (SoTL), research, and community engagement. • Rewards - Establish a comprehensive innovation reward system (international innovation award, the chancellor innovation award, patent granted award, student innovation reward system).
3. Innovation Culture - Strengthen a mindset of innovation within the UAEU community	• Professional Development - Provide professional development to all internal stakeholders to foster collaborative innovation. • Innovation Support Environment - Revise the university services, processes, and policies in support to innovation by being responsive to changing and dynamic environments. • Innovation Governance Structure - Create governance structures and mechanisms to support innovation.
4. Facilitate Industry 4.0	• Establishing UAEU Intelligent Facilities.