

UAEU

جامعة الإمارات العربية المتحدة
United Arab Emirates University



ANNUAL REPORT

2020-2021



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FINANCIAL REPORT



WELCOME FROM OUR CHANCELLOR

Our review of the Academic Year 2020/21 demonstrates the complexity, diversity, and vigor of UAEU. UAEU is a place where knowledge and innovation are inspired, nurtured, and grown. Our priority is to anticipate, analyze, and respond to the needs of industry, challenges faced by society, and the stimuli of economic progress using local, regional, and global perspectives. Our community works collegially towards shared values of service to the nation, of upholding the highest academic and professional standards, and nurturing tolerance.

Universities are institutions whose leadership and management requirements are unique. Universities are always in a continual process of evolution – change that is necessary to their progress. Universities provide leadership to society and its institutions, identifying the direction of future challenges. At UAEU, this leadership is present in the new knowledge and innovative practices generated by the active scholarship of our students and faculty, and the professional development of our staff. Our students develop knowledge and skills grounded in research evidence and set in an ever-growing global awareness. Our faculty advance the forefront of their fields, identifying the vital questions and arriving at workable solutions, both theoretically and with practical application. Our staff are dedicated to advancing the efficiency

and effectiveness of institutional services, using the latest smart technologies.

UAEU's capacity for such leadership is increasingly recognized within the UAE and on the global stage. Our international partnerships and networks continue to build, and they are strengthened by our productivity in high-quality research and advanced technological development. Our research centers progress the foundations of interdisciplinary and international collaboration. These are foundations essential to UAEU's ability to contribute to resolving the global challenges faced by all nations of the world. This year, I have been greatly heartened that UAEU's experience of the COVID-19 pandemic demonstrates our community's ability to adapt and rapidly transform its operations and its routines. I congratulate all our members for their dedication and perseverance in the context of the disruption and distress of the COVID-19 pandemic. I also thank those who have shared, in this report, a careful analysis of their experiences. Their reflections show that, on balance, 2020/21 has been a year when we have grown more resourceful and more confident in the face of change. They also demonstrate that UAEU has the collective wisdom to understand change as a positive opportunity that can bring lasting benefits.

H.E Zaki Anwar Nusseibeh
Chancellor, United Arab Emirates University





WELCOME FROM OUR VICE CHANCELLOR

In the Academic Year 2020/21 UAEU focused on securing the delivery of its mission in the context of the COVID-19 pandemic. Our efforts were directed at transforming our operation to maintain safe and secure services to students, to faculty, and to the community. We had to work hard to achieve this and in the report that follows you will hear some of the stories from this time. I think that it is fair to say that 2020/21 was a challenging year but we have emerged stronger.

This year despite the many challenges of operating in the pandemic, UAEU continued its advance towards its mission as the 'University of the Future' by the evolution of our academic programs, by improved rates of enrolment, graduation, and employment, by the expansion and increased productivity of our research and advanced technological development, by greater administrative efficiency, and by widening our global interconnections.

We concluded our strategic planning process for the period 2017 – 2021 with a thoroughgoing review of our achievements according to plan, our status quo, and our current and forecasted operating environment. This review informed the

identification of new priorities for the next five years, and the initial formulation of appropriate goals and strategies. UAEU continues to develop strongly and has great plans for the future.

The COVID-19 pandemic also strengthened awareness of the role and responsibility of UAEU to UAE's society, its institutions, and its community. We are glad to have been of service to the healthcare sector through our research and innovation, our consultancy, and our volunteering. We have focused some of the stories in this report on the healthcare sector and our special contribution in this sphere.

Finally, I want to take this opportunity to thank all the staff and students of the university for their persistence and substantial efforts through the year in question. The pandemic challenged us, yet we emerged stronger. This is a credit to you all. In addition, to our many stakeholders in UAE and further afield, thank you for standing by us during this time and I hope that we supported you as much as you supported us. We will always be the university of the UAE.

Professor Ghaleb Ali Al Hadrami Al Breiki
Acting Vice Chancellor, United Arab Emirates University



HIGHLIGHTS OF THE YEAR

COVID - 19

VALUE-BASED RESPONSE

In the academic year 2020/21 the continuing repercussions of the COVID-19 pandemic dominated UAEU's operations and transformed the academic experience. The leadership centered its response on both maintaining a secure and safe institutional environment and ensuring continuity in the delivery of its degree programs and research agenda. After the initial dramatic disruption to campus life, which led to the university community working virtually, UAEU designed and implemented a tightly scheduled and intensely managed strategy to allow a gradual return to campus of most staff, international students, and those students studying laboratory-based courses.

UAEU's response to the COVID-19 pandemic also took advantage of the necessary investment in advanced learning and communications technology to overhaul and to innovate in the delivery of its services. Notable examples of this are found in the Center for Career Placement and Alumni (CCPA).

The CCPA's Employability and Soft Skills Program for Internship continued, delivered online. This program ran from August 30th to October 22nd and consisted of thirty-five topics and ten different activities. The program focused on the development of skills and attributes that are valued by employers and tailored to the diverse needs of students in five of UAEU's colleges. The objective was to enable students to participate effectively in their internships, and to increase their employability prior to graduation.

From January to June the CCPA's Career Readiness Unit provided eighty-three career workshops online. This service assists students in setting goals and making practical plans to achieve their desired career path. The virtual delivery of the service was experienced by students as more flexible and easier to access and this led to a marked increase in the number of participants with a total of 4,121 enrolling.

CCPA also formed a collaboration with UNESCO to announce the Young Professionals' Program 2021. This program provides talented and highly qualified graduates with the opportunity to join UNESCO at the early stage of their professional career. 432 graduates met the program's criteria and entered the international competition for a place on the program, and six were successful.

CONTINUITY AND ADVANCE IN RESEARCH IN THE CONTEXT OF THE PANDEMIC

Number of publications	1537
Percentage of publications in Q1 rated academic journals	54.9%
h-5 index	62
Number of publications addressing United Nations Sustainable Development Goals	568
Number of filed patents	47
Number of granted patents	33
Internal research grant funds	66.5 million AED
Number of internally funded projects	111
External research grant funds	101.6 million AED
Number of externally funded projects	47

STABILITY IN UAEU'S PERFORMANCE IN INTERNATIONAL RANKINGS



THE WORLD UNIVERSITY RANKINGS

WORLD

351 – 400

ASIA

39

**ARAB
REGION**

7

**EMERGING
ECONOMIES**

33

**YOUNG
UNIVERSITIES**

53



**QS WORLD
UNIVERSITY RANKINGS**

WORLD
288

**ARAB
REGION**
7

UAE
2

**5-STAR
UNIVERSITY
FOR
ONLINE
EDUCATION
MODULE**

**5-STAR
UNIVERSITY**

STABILITY IN UAEU'S PERFORMANCE IN INTERNATIONAL RANKINGS

UAEU's organizational and management response to the COVID-19 pandemic included close attention to the student, faculty, and staff experience of the transformed campus environment and the rapidly evolving learning and communications technology. By December 2020, 100% of courses and 96% of exams and tests were delivered online.

Our research revealed that COVID-19 was predominantly a human story of challenge and adaptation. We also learnt of the determined, constructive efforts that our community made to thrive.

"In my College, all faculty, staff, and students adjusted the ways they work, communicate, teach and learn. Our success would not have been possible without hard working, productive, dedicated, and committed faculty staff and students."

"In difficult situations, our team solidarity strengthened. We found great cooperation in the College, and our work together enabled us to train each other and adapt to the many new methods and tools of working, and to support the students through it."

Many students relished online education as an unexpectedly positive opportunity:

"It took some time to adapt, to find myself a place at home where I could study, and to cope with internet connection problems. But I recognized that online learning provided me with flexibility in the time or location for joining a class."

"Recorded lectures gave me a huge advantage to catch up on missed lectures or to review materials again, and this helped me a lot in preparing for my exams".

Students welcomed the continuous improvement in technologies that UAEU made available, and faculty were "agreeably surprised how well UAEU was set up regarding its infrastructure for e-learning. At the outset UAEU seemed better prepared than many other universities in the region."

Faculty viewed the transition to online learning as a great chance for professional development:

"Learning is a lifelong process. The pandemic provided an accelerated opportunity for faculty members to learn, innovate, and rapidly adopt pedagogical strategies at a scale and rate that was unprecedented. The path was challenging, but it equipped me with tools and techniques that I will continue to employ even in my regular face-to-face lessons."

● Faculty drew on the technology to introduce innovative techniques with positive pedagogical value:

“The virtual environment enabled us to intensify a wide array of activities including questions and discussions, small group activities, problem solving exercises, and simulations.”

● Students appreciated faculty members’ achievements in innovating the curriculum and adapting their teaching methods:

“It was nice to see how some of the Doctors adjusted the way the material was delivered to suit the online platform better. The course documents were regularly updated, classes started punctually, and we were rewarded for our online participation in class sessions.”

“The way faculty transformed laboratory work was a big challenge. One of the new techniques was for faculty to video themselves doing the experiments. Watching them do it allowed us to understand the material better. Faculty also observed me online, to ensure that I was doing all the experiments safely and productively. The experience taught me that learning can happen under all circumstances, and I’m grateful to my College for that.”

● Faculty recognized that a virtual learning environment “gives the student the opportunity to choose the time and place in which they feel comfortable, and also reduces the number of classes missed or problems associated with travel to campus or traffic between classrooms.” Faculty also appreciated that online teaching is efficient, “because multiple classes could study a course at the same time.”

Students recounted how they learnt that their autonomy required a great deal of self-management:

“There was more freedom because we could attend lectures anywhere, but most of the time I was at home, which led to many distractions and being unable to focus.”

● Faculty identified the advantages and disadvantages of student autonomy:

“Many students were able to complete their course work at any place and time. This enhanced the students’ organizational skills, self-discipline, reading and writing, and life skills. Yet some students did not find virtual classrooms as engaging as traditional classes, and to receive the full benefits they needed to be very self-motivated and self-disciplined.”

- Students regretted the loss of connection to their classmates and professors, and found it threatened their engagement with their studies:

“I personally find myself being more involved in a classroom setting with a professor and students. The communication is better in the classroom, and I enjoy making conversation and listening to others. A computer screen cannot give me that personal contact.”

“We missed the live attendance in lecture halls which is more effective because it ensures direct interaction with professors, exchanging ideas, expressing opinions. We missed group work projects and field visits.”

- Faculty also pointed out that the loss of the social on-campus environment had revealed its important value:

“It was difficult for students to form relationships or develop the skills to do that.”

“It is challenging to enhance students’ skills, particularly public speaking skills, argumentation, and leadership skills.”

“Some students began to feel a loss of motivation to learn because of the lone experience without anyone participating in it and no group work.”

- As a result Colleges began to “prioritize the mental health of students and their rapport with faculty, aiming to build a sense of attachment and improve morale.” The human experience of COVID-19 within UAEU demonstrated the tenacity and strength of the UAEU community’s spirit. The implementation of learning technology infrastructure rapidly generated pedagogical transformations of lasting benefit and generated a vigorous confidence in the capacity to identify solutions and innovate. Above all, student and faculty experiences of the virtual environment highlighted the central importance of personal connections between teachers and their learners, and between students, both online and on campus.

“The pandemic completely disrupted our personal and academic lives and imprinted the academic year with unique trials. We had to think of long-term solutions that kept the faculty, researchers and students engaged and motivated. The challenges were met with creative ideas and determination. We discovered the resilience of our College community and their quick and rigorous adaptation to the new reality. The experience imparted us with a strong will and new ways to forge ahead with our academic and scientific agenda and encouraged us to discover new horizons and seize new opportunities.”



CONTINUED SERVICE TO THE NATION'S PRIORITIES

UAEU's roles and responsibilities in the service of the nation were highlighted by the COVID-19 pandemic. Throughout the academic year our researchers and students maintained their contribution to the health sector with scientific innovation, professional development, participating in public policy and expert advisory circles, public communications, and volunteering in clinical, vaccination, and testing facilities.

UAEU also continued to advance its programs of research and development in areas of national priority, with 207 papers published in these fields. The National Water and Energy Center (NWECC) is one example. In 2020/2021 the NWECC completed a program of research aimed to resolve the problems of rises in the groundwater table and stormwater drainage in major cities in the Emirate of Abu Dhabi. One trialed technique integrated waterpools into the urban infrastructure, allowing water to be exploited and to evaporate. Types of pools used were evaporation ponds, recreational parks, and a botanical garden. The study also evaluated the costs and benefits of deep injection wells that involve pumping surface water into underground limestone aquifers. The study resulted in recommendations for an optimum stormwater and groundwater control system that would maintain the water level at a minimum depth of 0.5 meters.

UAEU prioritizes entrepreneurial innovation in advanced technology to serve the needs of industry. In 2021/22 it launched an Industry 4.0 District with laboratories dedicated to the challenges and opportunities of the Fourth Industrial Revolution. These are the Robotics and Artificial Laboratory, the Mini-Factory, the Fabrication Laboratory, the App Factory, and a Materials Library.

UAEU provides the nation with the next generation of professionals, entrepreneurs, creative talents, and innovators. Its graduate students are a key population, and UAEU makes great investments in the development of their capacities. UAEU recognizes that it must also develop the next generation of academicians. Therefore it has developed the PhD Teaching Academy, a program to prepare PhD students to start their university-based careers. Using a mix of online and face-to-face classes and a practical apprenticeship over two semesters, PhD students enhance their pedagogical skills, including the use of learning technologies. In 2020/21 the fifth cohort successfully completed the program and progressed into paid teaching assignments in UAEU.

UAEU is committed to its role in fostering community health and wellbeing. It disposes of this responsibility through a multitude of activities, from student volunteering to faculty consultancy in key professional and government bodies. It also engages researchers whose expertise addresses issues of specific concern to UAE society. For example, Professor Bassam R. Ali in the College of Medicine and Health Sciences (CMHS) identified that 92% of Emiratis would benefit from pharmacogenomics testing – to identify an individual’s genetic profile and predict their response to different pharmaceutical treatments. Dr. Ali secured 7 million AED, one of the largest research grants ever awarded by the Ministry of Education, for his ‘EmHeart Study.’ The study aims to implement pharmacogenomics testing in the treatment of patients with cardiovascular disease. 1500 patients were involved in a randomized control trial conducted at the CMHS’s Precision Medicine Laboratory, in cooperation with clinical centers in Al Ain and Abu Dhabi. Initial results demonstrate the positive contribution of genetics testing to the assessment of types and doses of the drugs used to treat cardiovascular conditions.

UAEU hosts research centers that enable interdisciplinary and multi-agency partnerships. Collaboration within the centers involves both national and international organizations. An example of this is provided by UAEU’s National Space Science and Technology Center (NSSTC). This was established jointly by UAEU, the UAE Space Agency, and the Telecommunications Regulatory Authority (ICT Fund) and enjoys an extensive network of international partnerships. The NSSTC is a leading Center of Excellence in the space sector, aiming to establish the infrastructure necessary to develop space technology, promote scientific research, participate in the Emirates Space Program, form partnerships with industry pioneers in space science, serve community public education, and give academic development opportunities to the next generation of space scientists and space engineers.

NSSTC’s researchers have played an active role in the Emirates Mars Mission (EMM) since before the launch of the Hope Probe in July 2020 and its orbit of Mars in February 2021. As part of UAE University’s growing involvement in the EMM, NSSTC’s Planetary Science Group carries out research to study Mars’ lower atmosphere weather and climate cycles and its atmospheric dust cycle, using the visible/ultraviolet camera EXI and the thermal infrared spectrometer EMIRS, alongside existing climate models and other analysis tools. The international journal *Geophysical Research Letters* produced a special issue on the EMM’s first scientific results that included two NSSTC-led papers.

NSSTC hosts several MSc Space Science students for their thesis project work. These students are using observations from the EMM, addressing topics such as cloud tracking, dust lifting, radiative transfer, dust storm height, and automated crater identification. Completed graduate projects associated with the EMM include the MARS Vehicle, the fabrication and characterization of solar cells for space sector application, a high efficiency L-Band Power Amplifier for space applications, and an educational mobile phone app to engage young people with the science of Mars.



THE UNIVERSITY AT A GLANCE



INSTITUTIONAL PURPOSE

UAEU was established in 1976 by the first President of the UAE, the late Sheikh Zayed bin Sultan Al Nahyan. It is a Federal, publicly funded institution. It graduated its first students in 1981 and it now has an alumnus of 74,218. These alumni hold key positions in industry, commerce, and government both nationally and internationally. UAEU has evolved to become a comprehensive university that places priorities on both its teaching and research missions.

UAEU operates in a complex and competitive higher education environment. Although it was the first, it is now one of over 100 higher education institutions in the country. UAEU holds the status of the nation's flagship university. We provide a world-class education so that our graduates are fit to serve the development of the UAE as a leading nation on the world stage. We link our research to the aspirations of the nation, guided by the UAE Centennial 2071 plan and national priorities.

Our educational and research programs generate transformative and change-ready outcomes. At the same time, we observe our foundational purpose in sustaining the deep-rooted values and the rich heritage of the UAE.

UAEU works with partners in industry to provide practical solutions to ever changing challenges and objectives. Industry representatives partner with us to design our curricula, and students benefit from internships with our partner organizations. This ensures that our students graduate with knowledge and skills that are relevant to employers' needs.

Nine research centers advance knowledge in areas of strategic importance to the country and the region. Their expertise spans the fields of space science and technology, water, health, environmental protection, biotechnology, traffic safety, public policy and leadership, happiness, and energy. UAEU's Science and Innovation Park serves as a hub for innovation, entrepreneurship, and leadership, to foster the transition of the UAE to a knowledge economy.

Based on the QS university rankings, UAEU is placed first in the world for the international diversity of its faculty and has a growing cadre of international students. Our multicultural diversity enriches the campus and learning experience. Emirati citizens, the children of Emirati mothers, and the children of employees attend UAEU tuition-free. Students from all seven Emirates live on campus and enjoy a comprehensive range of learning, sporting, residential, and co-curricular services and activities.

OUR PRIMARY STAKEHOLDERS

Students

Our students are the central focus of our work. Postgraduates make up 10% of the student population. We continue to invigorate our suite of Master's and Doctoral programs with flexible pathways and innovative curricula to attract and enable an ever-greater number. At the same time we are opening our doors to a greater number of international students, and we are expanding international opportunities for UAEU students through a growing number of exchange programs and cross-cultural activities. Undergraduate students are required to complete an internship. This experience enables them to apply their academic knowledge in a workplace environment. The on-campus residential life enables students to learn life lessons and pursue interests in addition to their academic studies.

Faculty

We have 916 faculty members. Of these 80% have PhDs, 19% are UAE nationals, and 25% are female. UAEU is a world leader in the diversity of its faculty, which represents seventy-four nationalities. Faculty members are at the heart of our collegial system of academic governance. They lead College and Departmental planning, curriculum design and approval, and the faculty hiring, performance review, and promotion systems. UAEU offers faculty members many opportunities to enhance their performance in teaching through the Center for Excellence in Teaching and Learning.

Government and Regulatory Bodies

UAEU holds institutional licensure by the UAE's Commission for Academic Accreditation with their highest level of confidence. UAEU is one of only a few international universities accredited by the US Western Senior College and University Commission. We enjoy international accreditation from several international disciplinary and professional agencies such as ABET and AACSB. UAEU will continue to seek out further academic quality assurance partnerships. UAEU works closely with several governmental ministries and agencies on matters of employment, curriculum, and scientific research, long-term employment plans, educational plans, and research agencies of the UAE.



Partner Organizations

Collaborative relationships with external organizations are essential to the achievement of our educational and research mission. Therefore, we create and nurture many partnerships with public and private organizations both within the UAE and internationally. Through these partnerships we enjoy an enhanced research portfolio, joint research projects, increased research funding, exchange of research students, joint publications, collaboration in conferences and seminars, and enriched academic programs.

Community

UAEU seeks to engage and provide value to our local and national community. The community is represented on college advisory boards, and in faculty evaluation and promotion processes. We award research funding to proposals that prioritize matters of importance to the community. UAEU and student volunteers support and contribute to national events and exhibitions.

Our Community Service and Outreach Project exists to improve our understanding of community needs, to provide different activities and services, and to monitor and assess impact and satisfaction. UAEU's Continuing Education Center offers programs that meet the continuing professional development needs of different sectors of the community, and thus transfer knowledge and skills to individuals and industrial partners. The University Outreach Department hosts events within and outside the campus, to involve the community in UAEU's activities. It shares our news, achievements, and events by newsletter and press releases.

OUR UNIVERSITY

- COLLEGE OF BUSINESS AND ECONOMICS
- COLLEGE OF EDUCATION
- COLLEGE OF ENGINEERING
- COLLEGE OF FOOD AND AGRICULTURE
- COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
- COLLEGE OF INFORMATION TECHNOLOGY
- COLLEGE OF SCIENCE
- COLLEGE OF MEDICINE AND HEALTH SCIENCES
- COLLEGE OF LAW





EMIRATES CENTER FOR HAPPINESS RESEARCH

ZAYED BIN SULTAN AL NAHYAN CENTER FOR HEALTH SCIENCES

KHALIFA CENTER FOR GENETIC ENGINEERING AND BIOTECHNOLOGY

NATIONAL SPACE SCIENCE TECHNOLOGY CENTER



CENTER FOR PUBLIC POLICY LEADERSHIP

NATIONAL WATER CENTER

DATE PALM RESEARCH AND DEVELOPMENT UNIT

EMIRATES CENTER FOR LEARNING OUTCOMES ASSESSMENT

EMIRATES CENTER FOR ENERGY AND ENVIRONMENT RESEARCH



BIG DATA ANALYTICS CENTER

MAIN/MAQAM CAMPUS



FALAJ HAZZAH CAMPUS

TAWAM MEDICAL CAMPUS

ISLAMIC INSTITUTE



SPACE CENTER

AL FOAH FARMS

SHEIKH ZAYED LIBRARY

**ABU DHABI CENTER (EXECUTIVE EDUCATION,
CEC AND GIS GRADUATE PROGRAM)**

Leadership and Innovation in Higher Education, Research, Community Service at National and International Levels

UAEU continues its positive contribution to the advancement of the UAE by delivering undergraduate and graduate education that meets international standards, engaging effectively with the community and the world to foster knowledge creation and dissemination, and enhancing the research capacity of the country.



ACADEMIC DATA AT A GLANCE

RELATIONSHIPS

- University of Colorado Boulder
- Asian Universities Alliance

STUDENTS

- Total number of students **14,721**
- Master's (**6.66%**)
- Doctoral (**2.76%**)
- 79% of surveyed students are happy or extremely happy with their UAEU education experience

DEGREE PROGRAMS

- **45** Undergraduate Programs
- **35** Master's Degree Programs
- **3** Doctoral Programs

ALUMNI

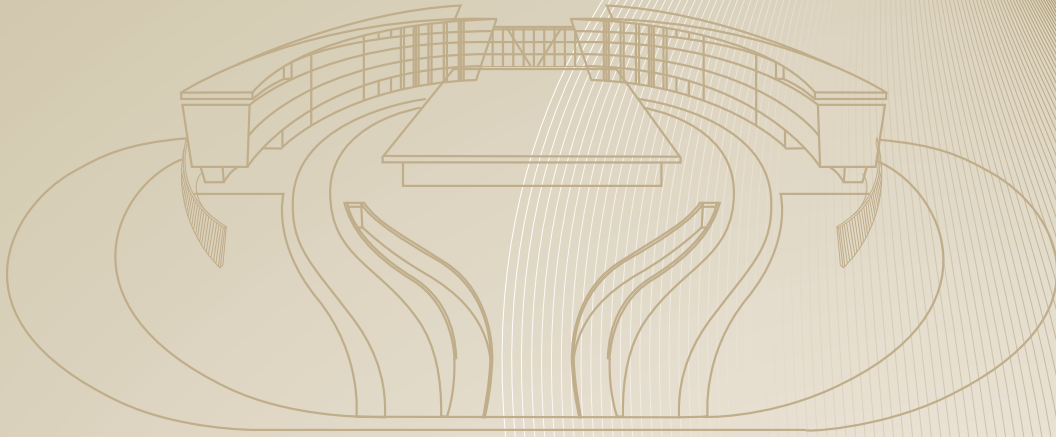
- ***35%** of 2019 graduates are employed or continuing to graduate studies



ACCREDITATION

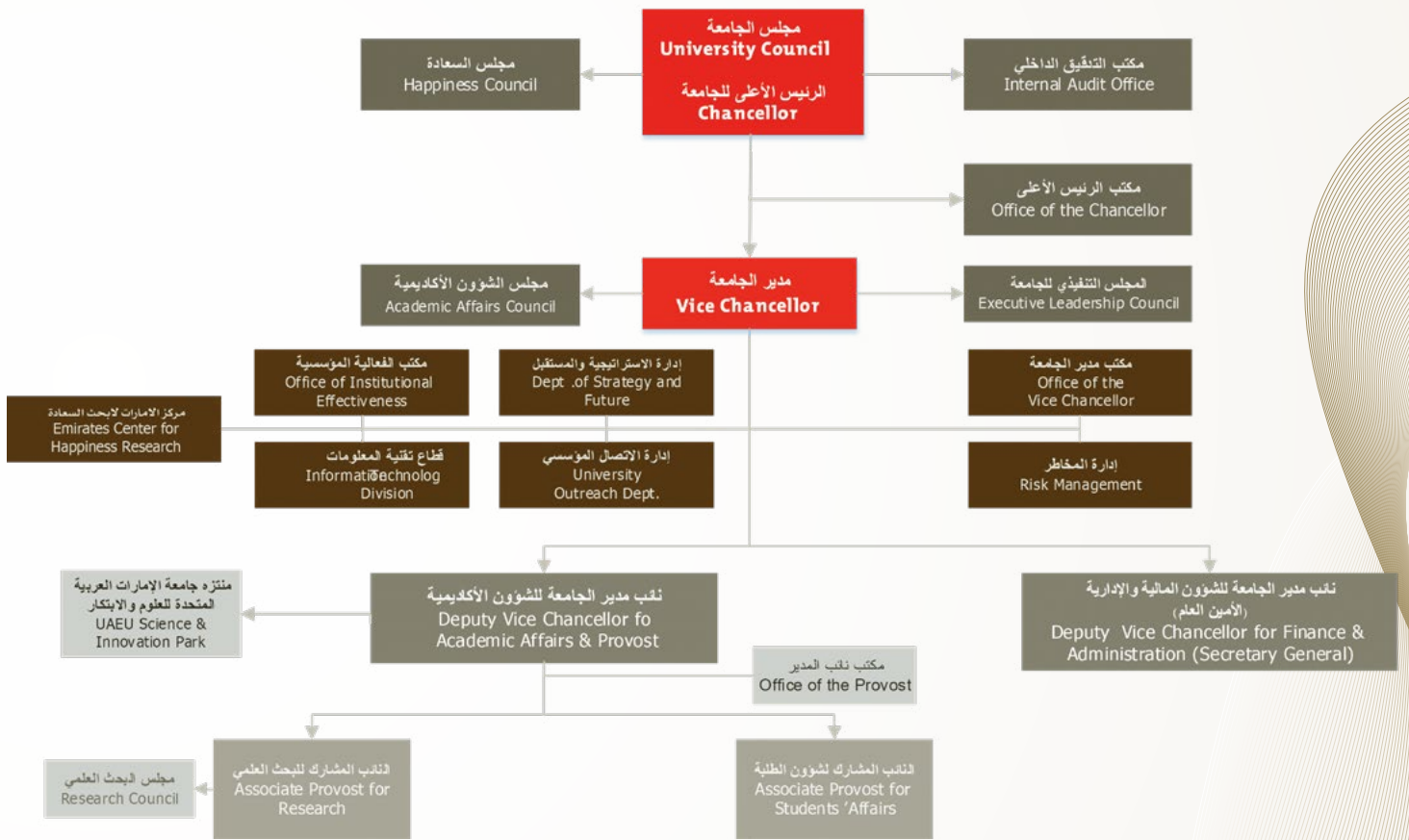
97% of accreditation-eligible undergraduate programs are internationally accredited

- ABET
- CAA
- AACSB
- Royal Society of Chemistry
- Royal Society of Biology
- Agricultural Institute of Canada
- WASC
- IFT
- Academy of Nutrition and Dietetics
- Association for Nutrition



GOVERNANCE

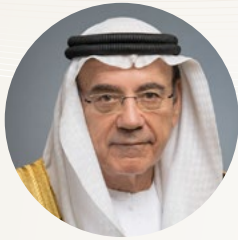
UAEU's governance structure complies with government policy, Federal law, and the governance standards of our accrediting bodies, WASC and CAA.



THE UNIVERSITY COUNCIL

Governance is spearheaded by UAEU's University Council. Comprised of eminent figures across industry, academia, and government, both nationally and internationally, UAEU's University Council meets periodically throughout the academic year, led by its Chair, the UAEU Chancellor.

The University Council is responsible for setting UAEU's strategy and ensuring this and its mission is being achieved. The Council exercises appropriate oversight over UAEU's policies and ongoing operations.



H.E. ZAKI ANWAR NUSSEIBEH

Chancellor, United Arab Emirates University
Cultural Adviser to the President of the UAE



H.E. MARIAM BINT MOHAMMED SAEED HAREB ALMHEIRI

Minister of Climate Change and the Environment



H.E. SAEED AL-BAHRI SALEM AL-AMERI

Director General
Abu Dhabi Agriculture and Food Safety Authority



H.E. DR. TARIQ BIN HENDI

Non-executive Chairman
Edelman Middle East



H.E. MONA GHANIM AL-MARRI

Director General
Government of Dubai Media Office



H.E. DR ABDULLA AL KARAM

Director General
Knowledge and Human Development Authority, Dubai



H.E. SAEED RASHED AL-YATEEM

Assistant Undersecretary for Resources and Budget in
the Ministry of Finance



H.E. FAISAL AL-BANNAI

Executive Chairman - EDGE Group



H.E. DR MOHAMMED ALI AL-SHERYANI

Director of Community Affairs
Supreme Council for National Security



H.E. TAYBA AL HASHEMI

CEO ADNOC Sour Gas



RT. HON. PROFESSOR THE LORD AJAY KAKKAR

K.B.E, PC, and Emeritus Professor of Surgery, University
College London; President of the Thrombosis Research
Institute; Chairman, Kings Health Partners



MS. AMNA AL-SHAMRY AL-AJMI

Senior Planning Analyst,
Employee Engagement - ADNOC Distribution

THE UNIVERSITY COUNCIL'S COMMITTEES

The Academic and Student Affairs Committee provides oversight of UAEU's overall academic performance and makes strategic recommendations to the Council in this regard. The Committee's focus is on fostering a culture of academic excellence with a view to improving UAEU's academic regional and global reputation

The Audit and Risk Committee provides the effective monitoring and assessment of the internal and external audit of UAEU's actions. It ensures the adequacy and integrity of financial reports and financial statements and UAEU's risk management policies and procedures.

POLICIES

UAEU regularly reviews and updates its policies to ensure they are aligned to the delivery of UAEU's strategy



OVERSIGHT OF INSTITUTIONAL PERFORMANCE AND ACADEMIC QUALITY ASSURANCE

The Vice Chancellor directs three units that provide oversight of UAEU's operational effectiveness and its academic standards. These are the Office of Institutional Effectiveness (OIE), the Strategy and Future Department (SFD), and the Risk Management Office (RMO).

OIE has oversight of academic and institutional performance. The Academic Quality Assurance Section manages the review and accreditation of academic programs and learning outcomes assessment. The Institutional Research Section provides a variety of data-gathering, analysis and reporting services that enable evidence-based evaluation of UAEU's administrative and service functions and academic standards. OIE provides timely and accurate reports that meet UAEU's obligations to government, accreditation bodies, and strategic partners and ensures that UAEU is well represented to external agencies.

SFD oversees the development, execution, and review of the University Strategic Planning Framework. It ensures plans are compatible with government requirements and addresses evolving challenges in the higher education sector. SFD advocates for institution-wide planning processes that are inclusive and participatory, leading to a holistic view of the future direction of the university, building a sense of ownership, and ensuring stakeholder commitment. SFD connects plans to performance through assessing activity against pre-defined measures and outcomes. This work involves assessing key risks that might compromise effective implementation of the strategic plan.

RMO ensures that risk management activities are undertaken in compliance with policy and procedures and oversees administrative units' internal review processes.

VISION AND STRATEGY

UAEU keeps its strategic plans under constant review and development, and engages in a comprehensive revision of its vision, mission, and strategic goals once every five years, in line with requirements of Federal law. In 2020/21 UAEU was working within the framework of the 2017 – 2021 Strategic Plan, 'Roadmap to the University of the Future', whilst also continuing the process of comprehensive revision initiated in 2019/2020.

The process of comprehensive revision incorporates a holistic diagnostic in the analysis of our progress against the 2017-21 Strategic Plan. It uses past performance assessment data and involves external consultants and advisory groups of experts and internal stakeholders. In sum, it comprises a thorough analysis and forecast of the external operating environment and, in that context, the effectiveness of our educational and research goals and our administrative and operational infrastructure. One important innovation is the inclusion of the Enterprise Risk Management processes to identify and mitigate risks throughout the institution.

The 2017 – 2021 'Roadmap' places a focus on innovation, community engagement, transformational research, and the development of research capacity. We have six goals and keep their implementation under scrutiny.

VISION

Leadership and innovation in higher education, research, and community service at national and international levels

MISSION

UAEU will continue its positive contribution to the advancement of the UAE by delivering undergraduate and graduate education that meets international standards, engaging effectively with the community and the world to foster knowledge creation and dissemination and the research capacity of the country.



VALUES

Respect for Heritage and Cultural Diversity: We respect the deep-rooted values and the rich heritage of UAE and seek to sustain them.

Integrity and Transparency: We adhere to the highest ethical principles and work with integrity, transparency, and accountability to create trust and credibility.

Collaborative Work Environment: We support one another at work through cooperation and teamwork.

Student Focus: We recognize that students are at the center of the university's activities and ensure that our work contributes to continuous improvement in student success.

Effectiveness in Decision-making: We focus on outcomes, base our decisions and plans on evidence and analysis, and develop and adopt efficient systems and procedures that support the university's core business.

Effective Communication: We are committed to effective communication, through a variety of communication methods, with all our stakeholders (staff, students, alumni, partners, vendors, and the local and international communities).

Dedication to Knowledge: We are committed to world-class education and scholarship relevant to student careers and community needs.



GOAL 1

PREPARE STUDENTS TO BE DISTINGUISHED IN
THEIR AREAS OF SPECIALIZATION, LEADERS,
AND PRODUCTIVE MEMBERS OF SOCIETY.

INITIATIVES

1. Enhance the quality of current academic programs and establish new programs that align with UAEU's strategy
 2. Improve pedagogical effectiveness
 3. Implement transformation to blended learning
 4. Attract and retain high-achieving students
 5. Provide a university experience centered on student development and success
 6. Build a population of highly qualified graduate students
 7. Redefine the role of the University Library in supporting teaching, learning, and research
- Performance indicators for this goal demonstrate that in 2020/21:
1. Student happiness with their academic experience rose
 2. Ontime graduation from Bachelor programs remained constant
 3. The number of graduate students rose by 12%
 4. A fall in the number of students leaving UAEU without completing their studies
 5. A slight rise in the number of students achieving employment within 9 months of graduation

GOAL

2

DEVELOP RESEARCH CAPACITY AND INNOVATION IN AREAS OF NATIONAL AND GLOBAL IMPORTANCE

INITIATIVES

1. Develop research and innovation in areas of national priority
2. Build a community of productive researchers
3. Develop an effective research support infrastructure
4. Performance indicators for this goal demonstrate that in 2021/22
 1. The number of faculty publications in peer-reviewed journals increased significantly
 2. The number of granted patents continued to rise

GOAL

3

EXPAND INTERNATIONAL ACCREDITATION OF UAEU AND ITS ACADEMIC PROGRAMS, AND PROMOTE UAEU'S GLOBAL REPUTATION

INITIATIVES

1. Increase levels of international accreditation
2. Intensify continuous assessment and enhancement of academic programs
3. Promote UAEU's achievements internationally to build its global reputation
4. Build UAEU's network of international partnerships

Performance indicators for this goal demonstrate that in the period 2014 to 2020, UAEU rose 137 places in the QS World Academic Rankings.

GOAL

4

PROMOTE UAEU'S ROLE IN THE TRANSFER OF KNOWLEDGE AND SKILLS THAT SERVE SOCIETY

INITIATIVES

1. Stimulate UAEU's engagement with the community
2. Build a culture of volunteering that builds a sense of national identity and the commitment to social responsibility
3. Foster alumni relations and engagement with UAEU
4. Promote UAEU's provision of continuing professional development and consulting services

GOAL

5

ENSURE LOFTY STANDARDS OF EFFICIENT AND TRANSPARENT ADMINISTRATIVE SERVICES

INITIATIVES

1. Ensure effective management of financial resources
2. Secure internationally recognized standards within the procurement process
3. Secure internationally recognized standards within human resource management
4. Ensure operations perform to international quality standards
5. Strengthen administrative quality assurance
6. Secure effective internal and external communications
7. Implement internationally recognized leadership practices
8. Continue to evolve UAEU Governance structures and practices in line with internationally recognized standards
9. Develop strategic planning and performance measurement processes
10. Develop an effective, contemporary IT infrastructure
11. Ensure the application of Smart Government requirements in all service departments
12. Ensure coherence and consistency in administrative services to all organizational units. Performance indicators for this goal demonstrate that in 2021/22
 1. The 100% digital transformation to Smart Services first achieved in 2017 was maintained
 2. The number of women in leadership positions rose significantly

GOAL

6

ENTRENCH A CULTURE OF INNOVATION IN THE INSTITUTIONAL WORK ENVIRONMENT

INITIATIVES

1. Establish an Innovation Ecosystem
2. Foster, facilitate, and reward innovations and innovators
3. Stimulate a mindset of innovation within the UAEU community
4. Facilitate Industry 4.0

Performance indicators showed that in 2022/21

1. UAEU continued implementing a range of initiatives to stimulate service innovations by staff
2. A 2.2% (111 million AED) increase in financial revenue from applied innovations.

RELATIONSHIPS AND RESOURCES

OUR CAMPUS

UAEU provides holistic supportive and modern environments for learning, working, and living for our students, faculty, and staff. The design, organization and use of our physical spaces have profound impact on the quality of life on campus, facilitate relationship building, and develop student and faculty engagement.

All students enjoy a rich experience of student life on campus and are provided with a safe and secure living-learning residential environment. Our central campuses provide modern classrooms and libraries whose physical resources are backed-up with the foundation of a supportive virtual infrastructure. This allows our students to learn anytime, anywhere and for faculty to progress their research communications. Our teaching and learning laboratories are furnished with continuously upgraded technology that facilitates research and innovation by students and faculty. In 2021/22 we created plans to open “Propulsion and Prototype laboratories”.

UAEU offers diverse opportunities for faculty professional development. An important source is the Center for Excellence in Teaching and Learning (CETL). In 2020/21 CETL created a vehicle to bring faculty together in discussion and to support them using training materials, videos, workshops, and webinars. CETL also completed the transformation of 30 of its courses to blended/web enhanced format, with 35 further courses under similar development. In addition CETL created 5 MOOCs hosted on the UAEUX platform. In 2020/21 CETL also hosted 12 Faculty Professional Development activities: webinars, training, orientation, and workshops attended by 457 participants. In the context of the COVID-19 pandemic CETL generated a weekly report about the number of virtual teaching sessions offered, levels of student participation, the number of recorded sessions and total recorded teaching time.

Our research infrastructure is under continuous development to align with our faculty members’ current programs of pure and applied research, innovation, entrepreneurship, and the development of advanced technology.

Under the COVID-19 pandemic, UAEU Libraries enhanced digital access, services, and resources, led by the skillful response of the UAEU Libraries’ teams. The UAEU Libraries’ homepage was viewed 622,000+ times with approximately 1.354 million full-text downloads of e-journal and e-book subscriptions and 274,527 external downloads from our ScholarWorks institutional repository. Remote access was greatly improved via EZproxy and the new OCLC WMS system (71,491 unique sessions).

The vast majority of UAEU Libraries’ services can now be performed online, including manuscript editing (188 papers serviced), reference questions via LibChat, and more advanced research queries via Ask-A-Librarian (2,081 transactions combined), and virtual information literacy instruction (2,800+ attendees). UAEU Libraries shared resources with 8,000+ libraries around the globe via WorldShare Interlibrary Loan (1500+ borrowing transactions).

Many valuable resources were added to our collections, including WestLaw, EastLaw, Kluwer Arbitration, Wharton Research, expanded access to JSTOR and Artstor, and approximately 100,000 e-books. In addition UAEU Libraries increased the number of study places by 50 to a total of 450.

UAEU Libraries also hosted the annual conference of the Networked Digital Library of Theses and Dissertations with over 500 registrants worldwide participating virtually.

UAEU’s IT Service Portal allows the UAEU community to define and automate workflows integrated within broader processes so they can more easily see their individual tasks and requests. It is a user-friendly service that enables users to initiate requests and track their progress to completion via automated updates. Users can report technical issues and have access to a knowledge base that includes articles and guidelines about UAEU IT services.

UAEU is committed to the environmental sustainability of its campus facilities and services. In 2021/22 the Facilities Management Department introduced innovations designed to reduce our consumption of water and energy and to increase the collection of recyclable waste.

THE COMMUNITY

Community access to our physical resources enables us to foster collaboration with local and global stakeholders, and to work to meet their needs. At the same time, UAEU also fosters external community outreach, connecting members of our community with industries, volunteer organizations, arts, and cultural communities, and engaging with civic and charity organizations. This ensures UAEU plays an active role in UAE society. UAEU also connects with global communities that are vital to the learning experience and lifelong learning. We encourage our students to deeply integrate with local culture and heritage while ensuring they are connected to, and learn within, a global context.

OUR STUDENTS

UAEU focuses on the future-readiness of our graduates and places students at the heart of what we do. We welcome talented students from within the UAE and around the world and prepare them for lifelong advancement in their careers. We ensure that each graduate has the skills, attitudes, knowledge, and spirit of entrepreneurship needed to assume leadership roles and advance social, economic, and cultural progress, both nationally and globally. The active research programs of our distinguished scholars ensure undergraduate and postgraduate curricula address the latest developments in their fields. We provide spaces and resources that advance well-being outside the classroom, so that our students, staff, and faculty can flourish in multidimensional aspects of their personal development.

In 2020/21 the student civic engagement program 'Green Balloon' was established to bring students closer to their community and environment and to increase their self-awareness and personal development. The Student Life Deanship partnered with Al Jubail island in Abu Dhabi for a project involving planting Qurm trees and learning of their importance to the UAE's environmental eco-system. This brought the students together in cohesive teams and allowed them to go kayaking in the shallow water and experience the beautiful natural environment.

In 2020/21 students initiated the Women's Cycling Club to encourage female students to join in with the sport. One of the many memorable activities involved a partnership with the Al Ain Bicycle Track and brought female students together with women from Al Ain in a race that tested their abilities and developed their appreciation of what cycling can offer. Safety was our priority, supervised by the natural safety officers in the group – mothers of UAEU students! True to value of leadership by example, the Dean of Student Life, Dr. Naeema Al Darmaki participated in the race. She proved the slowest and almost gave up, but students were true to the value of team support and encouraged her to keep going. The Cycling Club also organized long distance cycling to raise awareness of the Emirates Mars Mission and Hope Probe.

In line with the Student Life Deanship's objective of developing student commitment to the United Nations Sustainable Development Goals, UAEU students participated in the global Learning Planet Festival 2021 that is led by UNESCO. One activity involved students, faculty members, staff, UAEU alumni, and the Al Ain community to 'walk together for the planet'. The COVID-19 pandemic prevented the group event, but in entrepreneurial spirit, students identified that participants could join in as individuals and use Zoom to share their experiences of walking in the city and around the campus.

STUDENT PROFILE

14,721
STUDENTS

3,503
MALE

11,218
FEMALE

84%
UAE
NATIONALS

2,369
INTERNATIONAL
STUDENTS

73
COUNTRIES

13,333
UNDERGRADUATE

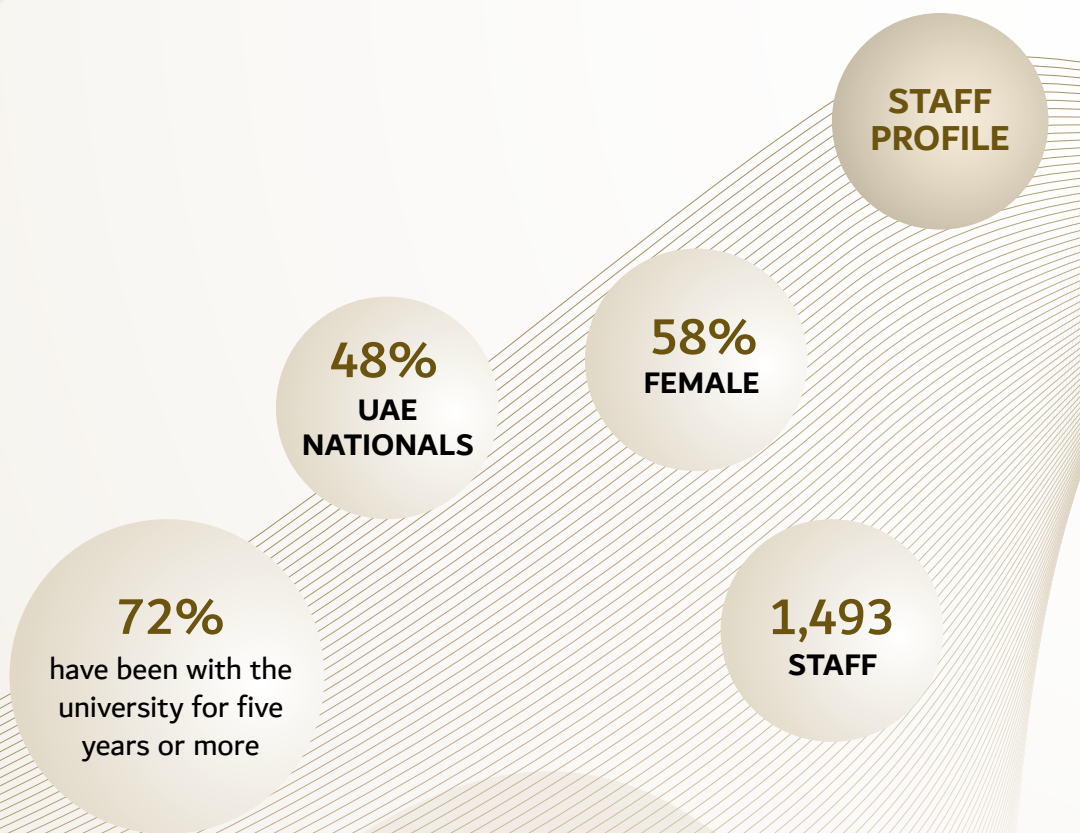
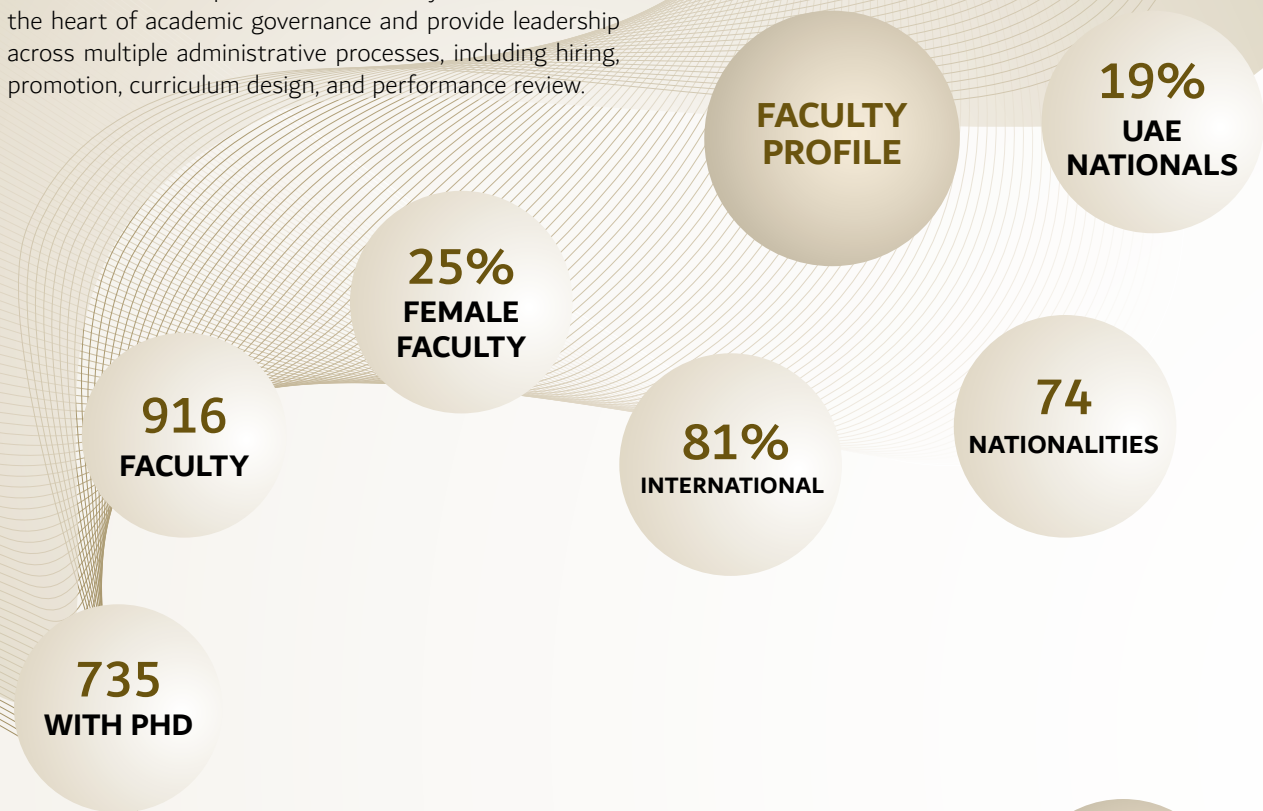
1,388
GRADUATE

946
MASTER'S

431
PHD

OUR FACULTY

Universities are defined by their faculty and the innovation and energy they can bring with them to the forefront of the educational process. Our faculty members are at the heart of academic governance and provide leadership across multiple administrative processes, including hiring, promotion, curriculum design, and performance review.





GLOBAL RELATIONS

This year highlighted UAEU's global footprint and growing international reputation through our participation in the Expo 2020 Dubai. UAEU is the only university to host its own Pavilion, which takes the theme of 'The University of The Future.' The academic year 2020/21 was spent in preparation for the launch in October 2021. We built many global alliances with national and other pavilions to share knowledge and establish projects around Twenty-first Century Educational Challenges. These alliances and projects will continue past the Expo. Our planning includes a multitude of events themed around the future of academic education and research, all involving partners and delegates from across the world.

UAEU continues its active participation as a founding member of the Asian University Alliance (AUA), a consortium of top-ranked Asian Universities. AUA assists all participating universities in achieving high standards, creating international research groups, and increasing tolerance and cultural understanding with cultural exchanges. The mission of AUA is to jointly address regional and global challenges, specifically related to higher education and economic, scientific, and technological development, by strengthening collaboration among member institutions. The Asian University Alliance offers exchange programs for faculty, students, and staff.

In November 2020, the UAEU Acting Vice Chancellor participated alongside 13 university presidents in the AUA Presidents' Forum, hosted under the theme, "Knowledge is Power: The Resilience of Asian Universities in a VUCA World." In April 2020 he participated in the AUA 2021 Board meeting to review past activities and set its plans and programs for the next year. In December 2020, UAEU students participated in the AUA Entrepreneurship Initiative Program Hosted by International Innovation Center of Tsinghua University, Shanghai. The goal of this program was to encourage and empower AUA students to excel at developing solutions to regional and global challenges. Researching global issues and determining where they can influence sustainability and change, students were encouraged to enhance their entrepreneurial skills to develop impactful business solutions. (<http://www.asianuniversities.org/About/Mission.htm>)

FINANCIAL REVIEW

The Financial Review analyzes UAEU's financial performance for the year ended 31 December 2021 and summarizes UAEU's financial strategy and the outlook.

CONTEXT

On 11 March 2020, the World Health Organization (WHO) declared the Coronavirus ("COVID-19") outbreak as a pandemic in recognition of its rapid spread across the globe. Most governments all over the world took steps to contain the spread of the virus. The UAE implemented a closure of borders, released social-distancing guidelines, and enforced country-wide lockdowns and curfews.

Oil prices witnessed significant volatility during the period of the pandemic, owing not just to demand issues arising from COVID-19 but also supply issues driven by volume which had predated the pandemic. Although UAEU was not directly involved in a sector primarily based on oil, the economic impact of the above events, where the scale and duration were uncertain, had an indirect impact upon its operations including:

- Significant interruption of international businesses and trade as well as travel restrictions and unavailability of personnel.
- A significant increase in economic uncertainty, evidenced by more volatile asset prices and currency exchange rates, and a general decline in interest rates globally.
- Transfer/receipt of cash where most business were not working at optimal levels; and a decline in oil prices which led to reduced government spending and in turn affected UAEU's budget.

Despite the challenging year, UAEU was able to sustain its operations by implementing innovative and flexible approaches to meet student needs, and by adapting to the changing business environment. The reduction in federal funding during the pandemic was mitigated through careful financial management to ensure UAEU reduced expenditure to operate within its means, providing a strong platform to take us into future years.



Comparison of Units Sold by Year

Description	2018	2019	2020
Product 1	25	50	25
Product 2	50	100	150
Product 3	100	200	250

Monthly Report

INCOME

Total income in 2021 was AED 1,617 million, an increase of 2% compared to 2020. The main reasons for the variance include an increase in the total funding received from the Ministry of Finance. This increase results from higher intake of undergraduate students eligible for federal funding and an increase in revenue from international students.

Key income streams are summarized below:

Income Source (AED million)	Actual 2021	Actual 2020	Movement
Contribution from Federal Government	1,442	1,426	16
Contributions related to Restricted Funds and PPE	110	107	3
Other Income	65	52	13
Total Income	1,617	1,585	32

EXPENDITURE

The actual amount spent on salaries and other employees' costs amounted to AED 900 million which is consistent with the expenditure in 2020.

Actual general and administrative expenditure was AED 534 million, 5.5% more than in 2020 due to an increase in research expenditure of AED 25 million.

Key expenditure movements are highlighted below:

Expenditure Category (AED million)	Actual 2021	Actual 2020	Movement
Staff Costs	900	899	(1)
General and administrative expenses	534	506	(28)
Expenditure related to restricted funds	110	104	(6)
Depreciation	73	76	3
Total Expenditure	1,617	1,585	(32)

BALANCE SHEET

Total Assets increased by AED 13 million. This was the result of an AED 96 million increase in the Federal Government Account plus an AED 20 million uplift in Accounts Receivable offset by a reduction in Cash and Cash Equivalents of AED 76 million, and an AED 26 million movement in Non-Current Assets.

Total Liabilities decreased by AED 13 million because of an AED 29 million reduction in Deferred Grants offset by an increase in Accounts and Other Payables of AED 34 million, and an increase in Restricted Fund balances of AED 10 million.

Income Source (AED million)	Actual 2021	Actual 2020	Change
Assets	1,565	1,552	13
Non-Current Assets	966	992	(26)
Current Assets	599	560	39
Liabilities	1,565	1,552	(13)
Non-current liabilities	1,102	1,134	32
Current liabilities	464	419	(45)

CASH FLOWS

Net Cash Flows used in Operating Activities have improved by AED 75 million due to favorable movements in Working Capital. Net Cash Flows used in Investing Activities reduced by AED 44 million due to reduced capital expenditure on Property and Equipment.

Statement of Cash Flows (AED million)	Actual 2021	Actual 2020	Change
Net Cash Flows used in Operating Activities	(33)	(108)	75
Net Cash Flows used in Investing Activities	(51)	(95)	44
Change in Cash Balance	(84)	(203)	119
Cash Balance as of 1 January	358	561	(203)
Cash Balance as of 31 December	274	358	(84)



OUTLOOK

As the world emerges from the COVID-19 pandemic, there is still considerable volatility affecting the local and global economy. UAEU leadership is confident of mitigating the risks to UAEU's operations and business. However, in view of the current uncertainty, any future change in the assumptions and estimates could lead to outcomes that may require a material adjustment to the carrying amount of the asset or liability affected in the future periods. As the situation is rapidly evolving with future uncertainties, UAEU leadership will continue to assess possible impact for prospective developments.

The key strategic risks which may impact financial sustainability are:

- Failure to meet domestic and international student recruitment targets
- Failure to maintain the estate as functionally suitable and have an appropriate information strategy and control of data
- Failure to ensure proper conduct of business and be able to respond to severe business disruption events

These will be mitigated through implementation of the initiatives identified in the UAEU's Strategy including a key focus on Achieving Financial Sustainability through a focus on funding diversification, financial management and cost optimization.

