

UAEU

جامعة الإمارات العربية المتحدة
United Arab Emirates University



ANNUAL REPORT

2021-2022






WELCOME FROM THE CHANCELLOR

We, at the United Arab Emirates University (UAEU), have the pleasure and privilege to serve the nation's oldest and fully comprehensive institution of higher education.

A federal entity, UAEU is committed to the national agenda and provides unrivalled educational opportunities to its citizens. UAEU plays a leading role in advancing scientific knowledge, developing applied and digital technology, and building the capacities of the nation's youth and young professionals. Our growing international reputation attracts an increasing number of international students who, together with our multinational faculty, form a vibrant and diverse global community. Our ultimate vision is to be recognised as one of the world's leading research-intensive universities that conducts innovative impactful research at the forefront of knowledge.

As the 'University of the Future' our strategic direction is aligned to disciplines and issues that the government has prioritised to advance the nation's economic, social, and global growth. We are directed by the Principles of the Next Fifty, the UAEU Centennial Plan 2071, the UAE Strategy for Advanced Innovation, and Abu Dhabi's Future Research and Development Priorities.



Our partnerships with significant national institutions and businesses, with renowned international universities and research institutes, and our links to important global organisations ensure that the impact of our work is to the benefit of the world community and contributes to the achievements of the United Nations Sustainable Development Goals.

During the Academic Year 2021-2022, the University began work on the 2023-2026 strategic plan. This aims to invigorate students' educational and campus experiences and to improve their employability on graduation. It envisages greater investment in research facilities and a focus on fostering scholarly outcomes and innovation, whilst continuing the expansion and consolidation of our national and international partnerships.

Our Annual Report presents a snapshot of the significant progress made in 2021-2022 in our transition to a research-intensive university, our contribution to innovation, our commitment to improving educational standards and innovation, the extended range of our campus facilities and services, and the achievement of our strategic goals.

I take this opportunity to extend my gratitude and appreciation to the entire UAEU community for their dedication, hard work, and success. Their agility and adaptability ensure UAEU has the capacity to respond to the nation's needs in the context of an ever-changing and often challenging world.

Zaki Anwar Nusseibeh


Chancellor, United Arab Emirates University



WELCOME FROM THE VICE CHANCELLOR

The academic year of 2021/22 was a year of transition the University started to come out of the years affected so significantly by the COVID-19 pandemic, restriction started to ease and we had more of our faculty and students back on campus. A university is nothing without its people and it was heart-warming to see our university return to life. But 2021/22 marked a transition in other ways. In early December 2021 UAE had its 50th anniversary, the government published its 'Ten Principles for the next Fifty Years' to guide the development of this country towards its first century.

UAEU was founded just five years after the birth of the country and we have proudly served as a support to the development of the country. Our mission in the early days was to provide well trained and qualified graduates that went off to fill critical positions in government and in the emerging industries of the country. The 'Ten Principles' is clearly showing that the country will continue to develop, and UAEU will continue to support the vision of our leaders. To do so the University also needs to change. The University took two big decisions that will ensure the University to evolves in a way that will support the country's development. First, we reviewed our strategic goals and strategic projects that are outlined later in this report. We paid particular care to making sure that our



projects were aligned to the ten principles for the next fifty years. We are committed to delivering on these projects by 2026. The second big decision was that we would transform UAEU into a research-intensive institution. This will mean a big change for the University, as we too approach and pass our fiftieth anniversary we aim to become increasingly research intensive. This will mean changes for our faculty members as well as our students as we increase the number of graduate students especially PhD students. It will also mean changes for the University itself; we will have to invest more in research infrastructure as well as research projects; we will need to encourage, facilitate, and support research of all kinds; and we will need to review our policies on research related topics like sabbatical leave etc. We think that this change will be a good one for UAEU, and for UAE. I am very much looking forward to the research-intensive second fifty years of UAEU and what it will deliver.

Prof. Ghaleb Ali AlHadrami AlBreiki

Acting Vice Chancellor, United Arab Emirates University

COLLEGE HIGHLIGHTS OF THE YEAR

In 2021-2022 the **College of Education** announced that its publication rate had increased by a factor of four since 2020, coinciding with a 10-fold increase in citations. It established twelve research collaborations with leading international universities and major institutions at home and abroad, including the University of Oxford, University College London, UNESCO, the Supreme Council for Motherhood and Childhood, and the Hamdan Foundation. The College became the host for the Fatima Bin Mubarak Research Center for Motherhood and Childhood under a subvention of AED 39 Million. It also launched a CAA-approved Dual Masters Education Program that runs in partnership with the Educational University of Hong Kong.

This year the **College of Medicine and Health Sciences** expanded by incorporating faculty and programs in health-related disciplines from other Colleges. It now has 154 faculty members and admits 280 students per year. Its international reputation, as measured by the Quacquarelli Symonds World University Rankings (QS), experienced a significant boost, rising by over 50 places to sit within the band 351-400. Its international reputation in the field of clinical, pre-clinical, and health sciences, as measured by the Times Higher Education World University Rankings (THE) sat within the band 201 – 250.

In 2021-2022 the **College of Engineering** was transformed into a co-educational college with all male and female students of the 2021 freshman engineering class studying together on the male campus. The College upgraded its requirements for industrial training to a total of sixteen weeks split into two eight-week segments. This intensive approach will reduce the time students take to graduate. The undergraduate program in Aerospace Engineering continued successfully into its second year, and the College launched a joint PhD program with KU-Leuven, Belgium.



Research outputs in the **College of Law** continued to climb. The Department of Sharia published twelve papers, the Department of Private Law published ten papers, and the Department of Public Law published thirteen papers. Fifteen of these publications were accepted by journals listed in Elsevier's abstract and citation database 'Scopus'.

Students in the **College of Humanities and Social Sciences** reported high levels of satisfaction. It invigorated its commitment to articulating links between the disciplines of the humanities and social sciences and unique expressions of UAE society by establishing projects and collaboration agreements that will bolster what is essential to the preservation of the common good, national identity and sense of belonging. For example, it established a Social Sector Framework with the UAE Department of Community Development. It continued to establish collaboration agreements with leading international universities and prestigious UAE institutions to facilitate research, exchange of faculty and students, seminars, conferences, field trips and internships. Partners including the Louvre Abu Dhabi; Case Western Reserve University, USA; the University of California at Berkeley, USA; the London School of Economics, UK; and Hankuk University of Foreign Studies, South Korea.

The **College of Business and Economics** played its own role in widening UAEU's international footprint by strengthening its international collaborations with Florida State University, USA; Georgia State University, USA; the University of Essex, UK; Wollongong University, Australia; Pennsylvania State University, USA; City University of Hong Kong; the University of Sheffield, UK; Moncton University, Canada; King Faisal University; and Al-Azhar University in Gaza, Palestine. Its international reputation, as measured by the QS, sat within the band 201-250 for Accounting and Finance, which placed it first in the UAE for this subject discipline. Business and Management Studies sat within the QS band 201 - 350 and within 201 - 250 on the THE ranking for Business and Economics disciplines.

The **College of Agriculture and Veterinary Medicine** experienced high productivity in research outputs, publishing 145 papers in journals listed in 'Scopus' of which 94 were in the top quartile and 51 in the top decile. The College established the Abu Dhabi International Virtual Research Institute for Food Security in the Drylands to bring together world-class universities and industry stakeholders to develop the technological innovation and diversity required for food security in the world's most populated ecological zones. This technology transfer and business incubation concept ensures impact beyond academic excellence and the borders of Abu Dhabi.

In 2021-2022 the **College of Graduate Studies** reported 38 active Master's programs, 23 active PhD programs, one dual PhD program, and one dual Masters. These programs enrolled 1691 graduate students from 65 countries. According to the standard measure of employability, 88% of PhD graduates and 81% of Masters graduates had gained employment within 9 months of finishing their studies.



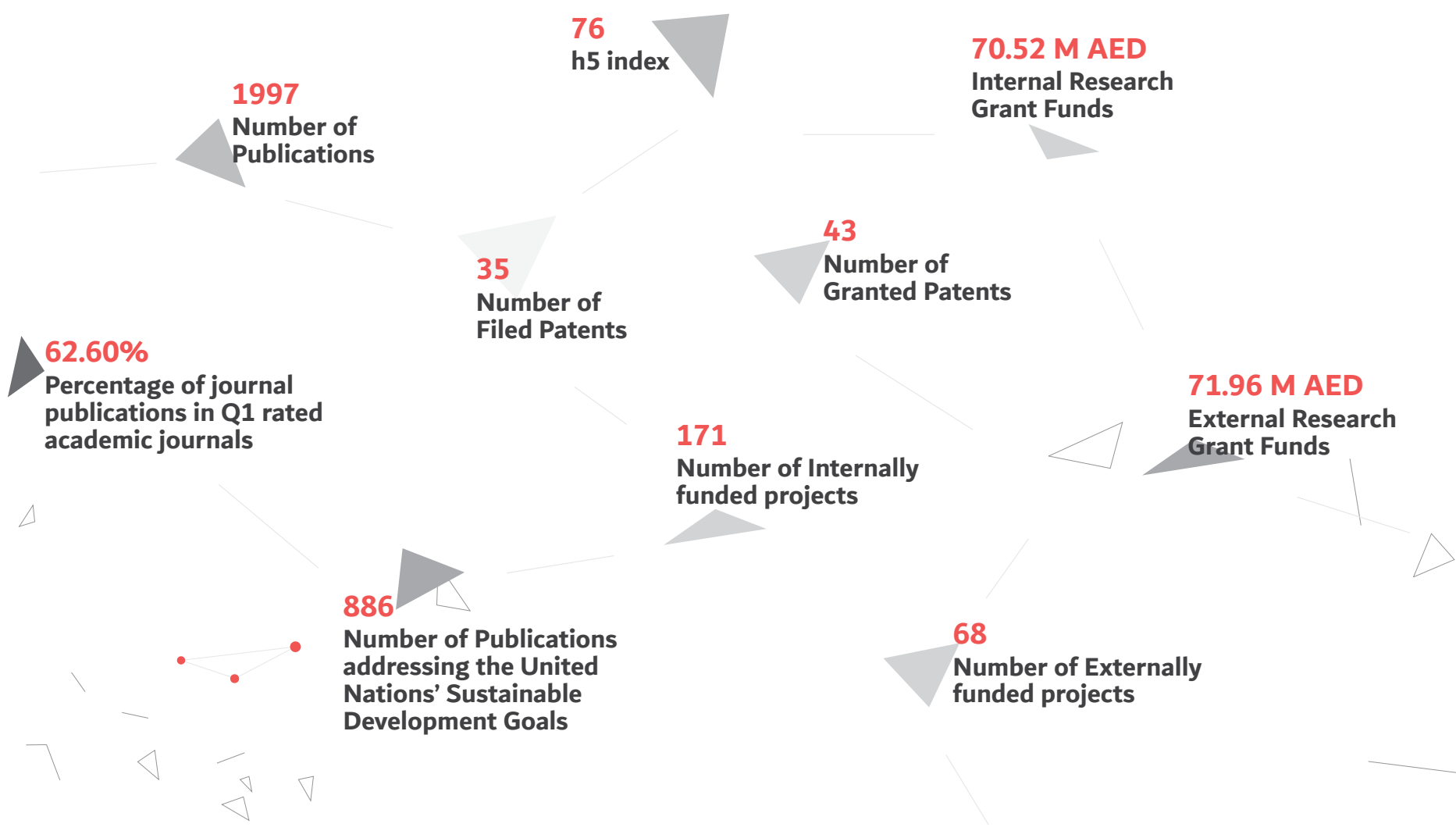


The College also introduced a new method of meeting the thesis requirements of a doctoral degree. The method, achieved via published articles, provides students with an alternative to the traditional thesis monograph that follows the formulaic structure of sequential chapters including introduction, literature review, objectives, methodology, results and discussions, and conclusions. The publication-based doctoral thesis consists of an introductory section discussing the problem, rationale, and objectives for the study. It is then followed by a concise overview of the main findings of the published articles, a discussion of their contributions to the treatment of the problem, a review of the strengths, limitations and broader implications of the work, and a set of recommendations. It is supplemented by reprints of at least three original articles, which must have been based on research conducted whilst the student was enrolled at UAEU and accepted or published by internationally peer reviewed journals with good standing and impact factor in the discipline. The thesis by publication method offers the student the benefits of increased visibility, rigorous prior peer review, efficient use of time, accelerated recognition in the field, and greater flexibility. It leads to potentially greater employability by demonstrating the student's ability to publish research that has relevance in their field and meets the standards of reputable journals.

The **College of Science** established fourteen external or collaborative grants and published 534 papers in journals listed by 'Scopus'. Of these, 354 were in the top quartile and 165 in the top decile. Faculty were granted three patents and 155 students enrolled in the College's PhD programs.

In 2021-2022 all the programs offered by the **College of Information Technology** were accredited by the USA Accreditation Board for Engineering and Technology (ABET). The College reported in 2022 that its enrolment had grown by over 200% since 2011. It published 175 papers in journals listed by 'Scopus' of which 92 were in the top quartile and 61 were in the top decile. The College is the main host and organizer of the Institute of Electrical and Electronics Engineers (IEEE) International Conference on Innovations in Information Technology. This year a student team won third place in the Planet X Youth Challenge of the Emirates Mars Mission, the Mohammed bin Rashid Space Center, and the UAE Space Agency.

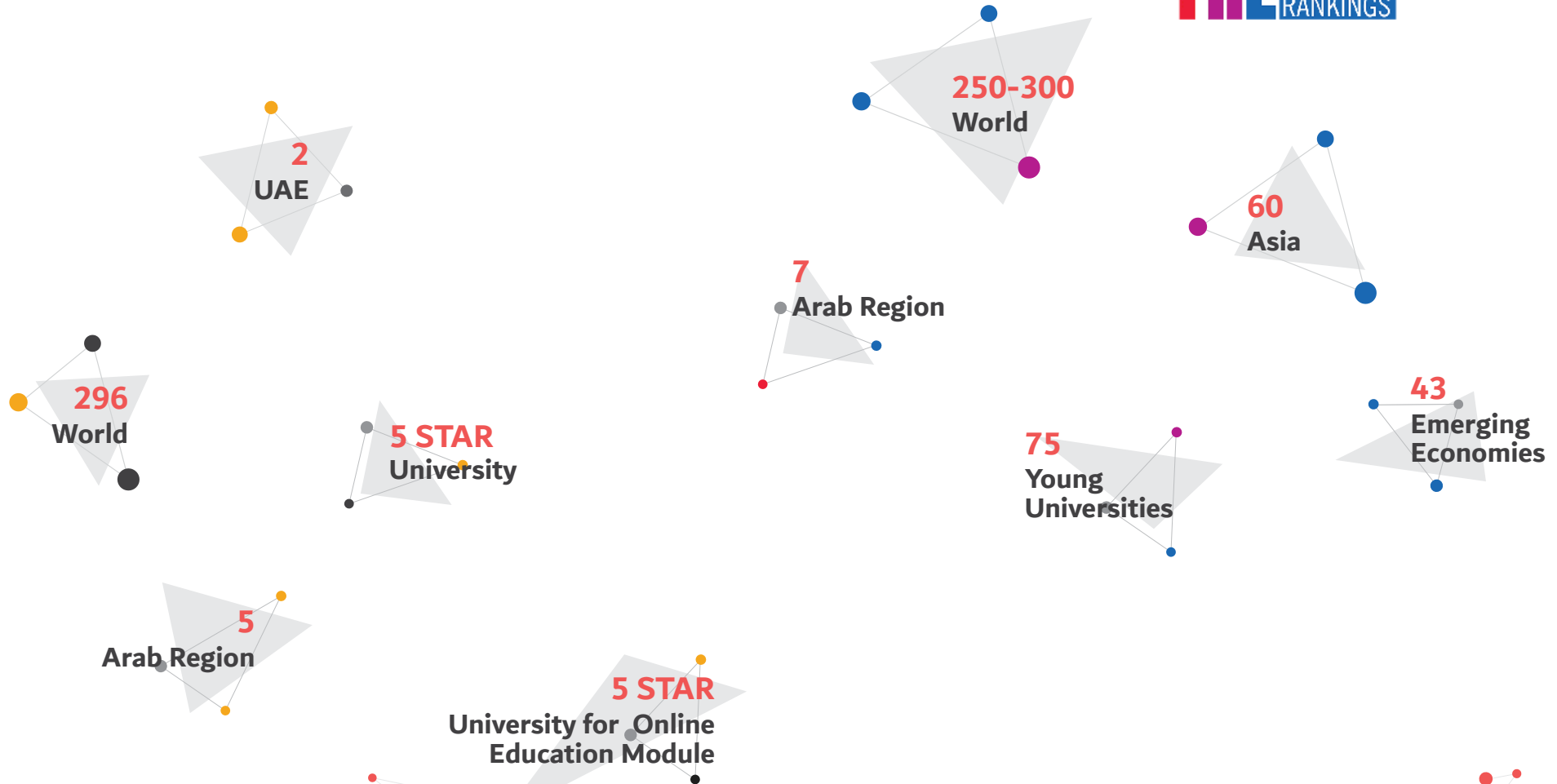
UAEU'S PUBLICATION RATE CONTINUES TO RISE








STABLE INTERNATIONAL RANKINGS



UAEU'S RESEARCH INTENSIVE AIMS





In 2021-2022 UAEU confirmed its ambition to be recognized as a university whose degree programs and academic outcomes are based on active and rigorous research activity. The aim is to develop strengthened and sustainable industrial and societal research connections both within the UAE and internationally. This newly focused agenda is consistent with UAE's Principles of the 50 which call attention to the need for continuous development of educational institutions, an increase in human capital capacity, and the pursuit of technical and scientific excellence.

UAEU's ambition will be realized by strengthening the university's concentration of distinguished scholars and students, its advanced experimental and computational facilities, and its collective expertise across the various national priority sectors of renewable and clean energy, transportation, technology, education, health, water, and space. It will depend on UAEU's success in developing and filing patents, the commercialization of innovative research outcomes, upgrades to research infrastructure and research centers, and the attraction of highly qualified research staff. It envisions that 70% of facilities in science, technology, engineering, and mathematics disciplines will be dedicated to research, and higher enrolment in graduate programs such that each research-active faculty member has at least four or five doctoral students.

Research-intensive universities benefit students because knowledge and understanding are created through intellectual curiosity and innovative critical thinking. Within a research-intensive university, students are exposed to these

attitudes and behaviors and are encouraged to engage in and model them. In a research-intensive university, students realize that learning cannot be 'provided,' it must be strived for and created by them – they observe that researchers are effective because they remain actively engaged as learners. At the same time, students encounter faculty who operate at the frontier of their fields and are active in its formation. The student learning experience coincides with the creation of knowledge and the learning environment is imbued with investigation. This contrasts starkly with the process of being secondarily taught via textbook on what has already been found out. At the same time, active researchers enthuse students, motivating them through excitement about new discoveries.

A research-intensive university is of great value to its community and national context. Its students graduate with the skills, knowledge, and understanding relevant to the demands of a modern society and economy. Its research drives innovation in industry, government, cultural entities, and the structures and processes of societal institutions. It stimulates critique and dialogue amongst policy makers and the public. It supports business and commerce through innovation units and science parks. Its impact is felt wherever academics make their mark – in publications, in conferences, in consultation with government and media or industry. The fact of its international academic reputation attracts highly capable students who are then educated through research-led curricula by the leading experts in the discipline.

UAEU AND THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

The United Nations established its Sustainable Development Goals (SDGs) in 2015. The SDGs cover a wide range of environmental, social, and cultural issues and set targets which all signatory countries aspire to meet by 2030.

UAEU plays a significant role in the UAE's pursuit of the SDGs through research that provides practical solutions to technical issues such as clean water, sufficient food, and the sustainability of their supply. The university has a student-led research program dedicated to raising awareness of the SDGs. This seed money funds research groups of students, led by a faculty member, who explore, test, and implement ideas that contribute to a resilient, inclusive, and sustainable world. As an organizational entity, UAEU strives to improve its own practices in relevant areas such as energy and water consumption. In 2022, THE ranked the UAEU twelfth globally and first nationally for its performance against SDG 4: Quality of education.





Examples:

- A reduction in energy consumption by 16.3m kWh and water consumption by 149k cubic meters a year. This contributes to a saving of almost 10,000 tons of carbon a year.
- The launch of the 'Sustainable Development Goals Research Program' in September 2021
- Funding of research projects that address SDG 1, 2, 11 and 14
- 256 students visited the UAEU exhibition of its SDG projects.
- A patent was granted to researchers in the UAEU National Water and Energy Center for an innovative desalination system that dramatically reduces energy consumption during the desalination process.
- The modelling of an Electric Vehicle Fast-Charging Station and development of methods that optimize the user-owner experience .
- Facilities Management introduced innovations designed to reduce water and energy consumption and to increase the collection of recyclable waste.

ENHANCING COMMUNITY WELLBEING

As a Federal institution, UAEU is accountable for its contribution to UAE society and communities. In 2021-2022 the university extended its outreach via engagement activities with schools, public lectures, workshops, by bringing expertise through the hosting of international workshops, and by organizing cultural activities, continuing education, and training.

<https://www.uaeu.ac.ae/en/news/2021/feb/6th-international-conference-on-renewable-energy-generation-and-applications.shtml>





During the COVID-19 pandemic, UAEU faculty were active in research projects that led to significant publications and patents such as the touchless elevator, an electric mask that zaps the COVID-19 virus, the mathematical modelling of the COVID-19 virus, and the modelling of transmission during Hajj rituals.

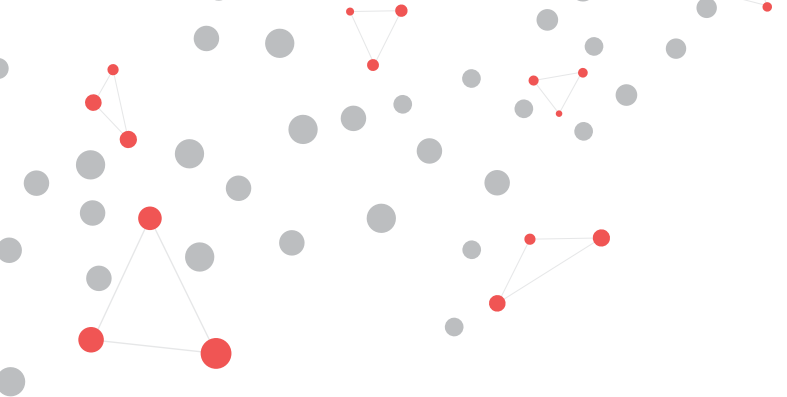
THE UNIVERSITY AT A GLANCE



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 74,218 alumni. 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. It provides a world-class education so that graduates are fit to serve the development of the UAE as a leading nation on the world stage. UAEU links its research to the aspirations of the nation, guided by the UAE Centennial 2071 plan and national priorities.

UAEU's educational and research programs generate transformative and change-ready outcomes. At the same time, the university observes its 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 the university to design curricula, and students benefit from internships with partner organizations. This ensures that 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. The university's 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.

<https://www.thenationalnews.com/uae/2021/12/10/uae-researchers-invent-electric-mask-capable-of-zapping-viruses/>

OUR PRIMARY STAKEHOLDERS

Students

UAEU's 15,000 students are the central focus of its work. Postgraduates make up 10% of the student population. The university continues to invigorate its 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 UAEU is opening its doors to a greater number of international students and is 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

UAEU has 927 faculty members. Of these 75% have PhDs, 17% are UAE nationals, and 26% 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 the university's 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. The university enjoys 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 UAEU's educational and research mission. Therefore, the university creates and nurtures many partnerships with public and private organizations both within the UAE and internationally. Through these partnerships UAEU secures 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. The university awards research funding to proposals that prioritize matters of importance to the community. UAEU and student volunteers support and contribute to national events and exhibitions.

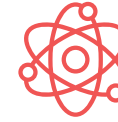
UAEU's Community Service and Outreach Project exists to improve the university's understanding of community needs, to provide different activities and services, and to monitor and assess impact and satisfaction. UAEU's Continuing Education Center offers programs that meet the continuing professional 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 university news, achievements, and events by newsletter and press releases.

THE UNIVERSITY

Our Colleges



**College of
Engineering**



**College of
Science**



**College of
Education**



**College of Information
Technology**



**College of Food and
Agriculture**



**College of Medicine
and Health Sciences**



**College of Humanities
and Social Sciences**



**College of
Law**



**College of Business
and Economics**

Our Research Centers

Zayed bin Sultan Al Nahyan Center for Health Sciences

Khalifa Center for Genetic Engineering and Biotechnology

National Space Science and Technology Center

National Water and Energy Center

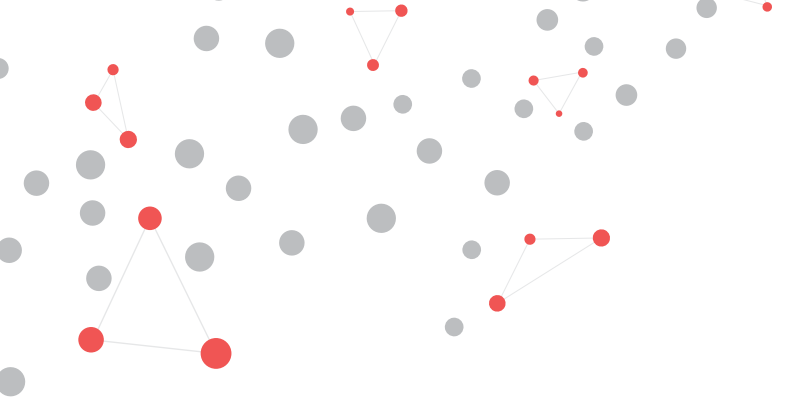
Emirates Center for Mobility Research

Big Data Analytics Center

UAEU Center for Public Policy and Leadership

Emirates Center for Happiness Research

Fatima Bint Mubarak Motherhood and Childhood Research Center



Our Library

Sheikh Zayed Library

Our Campuses

Main/Maqam Campus

Falaj Hazzah Campus

Tawam Medical Campus

Al Foah Farms

Other units

Tawam Medical Campus

Al Foah Farms



ACADEMIC DATA AT A GLANCE



15,344
Total number
of students

6.59%
Master's

3.25%
Doctoral

83%
of surveyed students are happy or
extremely happy with their UAEU
educational experience

Alumni

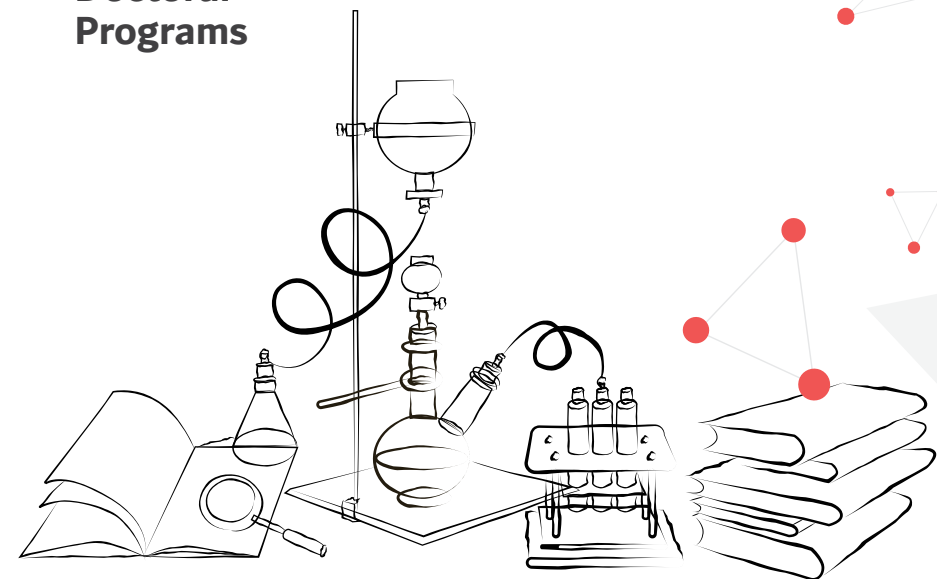
***41% of 2020-2021**
graduates were employed or engaged in graduate studies



47
Undergraduate
Programs

41
Master's Degree
Programs

25
Doctoral
Programs



Accreditation

97% of accreditation-eligible undergraduate programs are internationally accredited. All UAEU programs are accredited by WASC and CAA. All individual programs are also accredited by relevant subject bodies:

WASC | Senior College and
University Commission

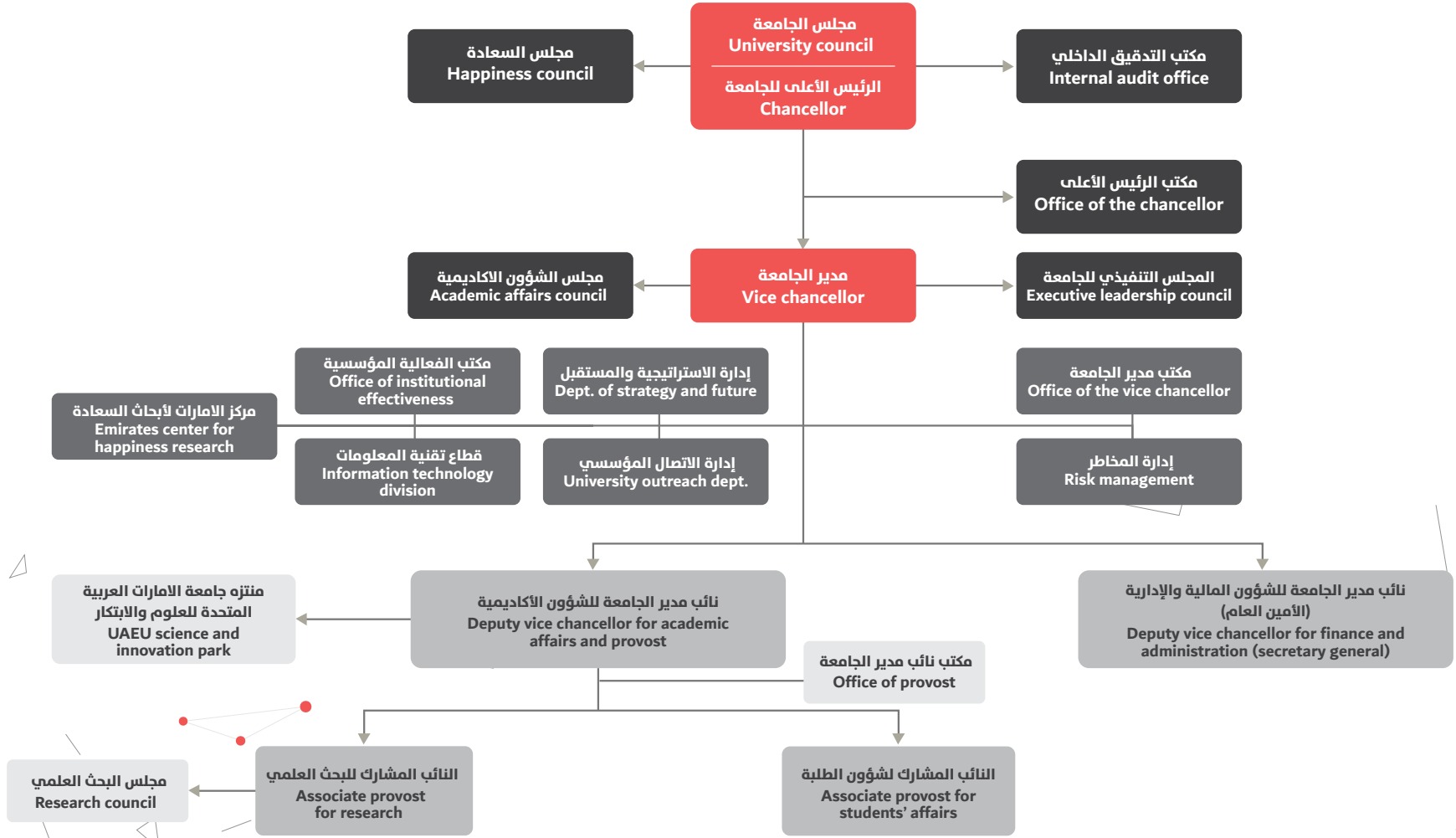


- 1 Accreditation Board for Engineering and Technology (ABET) – all programs in the College of Engineering, College of Information technology, and relevant programs in the College of Sciences
- 2 Association to Advance Collegiate Schools of Business (AACSB) – all programs in the College of Business and Economics
- 3 Royal Society of Chemistry (RSC) – Chemistry programs
- 4 Canadian Society of Chemistry (CSC) – Chemistry programs
- 5 Royal Society of Biology (RSB) – Biology programs
- 6 Council for the Accreditation of Educator Preparation (CAEP) – all programs in the College of Education
- 7 Association for Nutrition (AFN) - Nutritional Science program
- 8 World Federation for Medical Education (WFME) – Medicine
- 9 Accreditation Council for Education in Nutrition and Dietetics (ACEND) – Dietetics programs
- 10 Chartered Institution of Water and Environmental Management (CIWEM) – Horticulture, Marine Fisheries and Animal Science, Agricultural resource Management
- 11 Institute of Food Technologists (IFT) – Food Science program
- 12 Institution of Environmental Sciences (IES) – Geography program



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 (NOW KNOWN AS THE UNIVERSITY BOARD OF TRUSTEES)

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, UAEU's Chancellor.

The University Council is responsible for setting UAEU's strategy and ensuring 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. SAEED AL-BAHRI SALEM AL-AMERI

Director General
Abu Dhabi Agriculture and Food Safety Authority



H.E. MONA GHANIM AL-MARRI

Director General
Government of Dubai Media Office



H.E. MARIAM BINT MOHAMMED SAEED HAREB ALMHEIRI

Minister of Climate Change and the Environment



H.E. DR. TARIQ BIN HENDI

Non-executive Chairman
Edelman Middle East



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

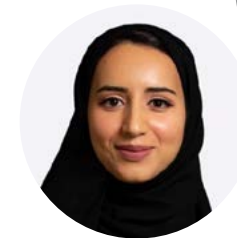


H.E. TAYBA AL HASHEMI
CEO ADNOC Offshore



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. Its 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 predefined 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

The background features a complex network of nodes and lines. Nodes are represented by small circles in red and grey, connected by thin grey lines. Some nodes are larger than others. The overall structure is sparse and scattered across the page, with a more dense cluster of nodes forming a large, abstract shape on the right side. The text 'VISION AND STRATEGY' is centered in the upper half of the page.



UAEU'S STRATEGIC PLAN 2023-2026

Globally, trends such as the changing employment landscape and evolving learners' demands are changing the future of higher education. Local and global changes are affecting UAEU and raising the need to have a refreshed and agile strategy, outcomes, projects that are aligned with the national priorities, global trends, and ones which addresses current challenges and future aspirations of UAEU.

The ever-changing local and global environment raises the need for UAEU to evolve. Locally, the UAE government has put human capital at the heart of its development plans, requiring action from higher education institutions. These plans, like the UAE Centennial Plan 2071, the National Higher Education strategy, the National Employment strategy, the Advanced Skills strategy, as well as the Principles of the 50, influence the university's strategy in the mid and long term, given the government's direction.





UAEU's strategy defines how the vision, promises, and goals will be delivered. It is driven by seven priority areas of action encompassing specific strategic projects. Collectively, the seven priority areas of action will lead UAEU to become an even more competitive world-class university, caring for students throughout their journey, offering flexible personalized programs to all learners, producing highly impactful interdisciplinary research, employing the best faculty and staff members, building strong partnerships, possessing a high-performance culture, and achieving financial sustainability through the diversification of funding sources.

Sitting within these seven priority areas are a number of strategic projects. These projects represent the activity required to adapt to change and an unpredictable future and prepare UAEU to remain agile. The 27 projects cut across different areas of the university's functions, including delivery of world-class programs that meet current and future market needs, the assurance of graduate readiness and employability, the production of impactful research and innovation and the creation of positive societal impact, lifelong learning opportunities, a pathway to meeting the SDGs, and active and well-coordinated partnerships.

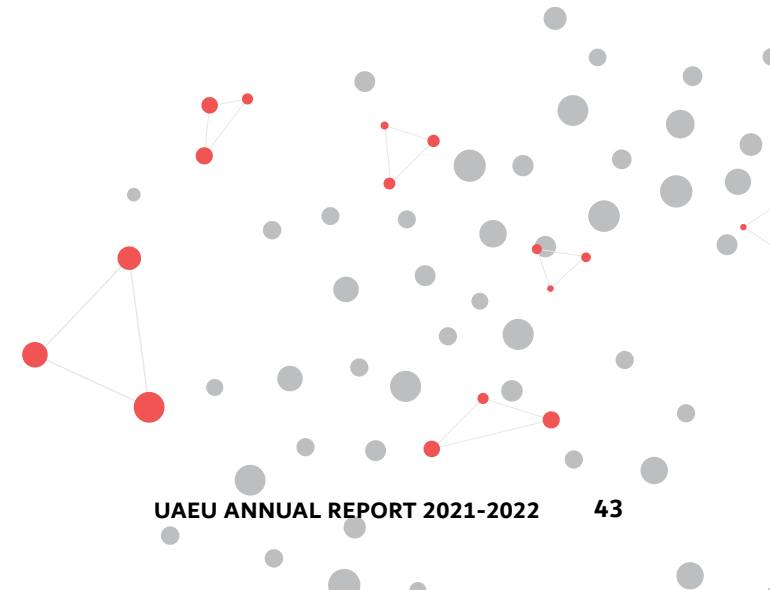
UAEU has also developed a set of projects to realize institutional effectiveness. These apply leading international practices in the field of financial management, human resources, leadership, procurement management, outreach and communication, quality and institutional excellence, and strategic planning and monitoring. We ensure that our digital services serve the UAEU community's needs by adopting the most effective and efficient IT solutions. We are building on existing efforts to provide the best legal services and to achieve efficient campus management. Additionally, UAEU is focused on reinforcing innovation practices based on the principles of agility, proactiveness, and readiness. We endeavor to spread a culture of foresight and awareness in preparation for the challenges ahead.

To fulfill its newly developed mission to “contribute to develop a sustainable educational and research future for the UAE, to provide impactful societal contributions, develop competitive capabilities by encouraging research collaboration and innovation, establish a stimulating environment for entrepreneurship, and build graduates' skills in line with the future labor market needs”, a range of strategic projects have been developed and mapped to seven priority areas.



The successful implementation of the strategic projects will ensure the long-term success and viability of the institution. The expected outcomes include:

- World-class programs that meet current and future market needs, offered with the latest technologies and pedagogical methods.
- Micro-credentials that address industry's increasing demand for specialized and interdisciplinary roles.
- Enriched and engaging student learning pathways.
- A multi-cultural experience via international learning opportunities.
- Increased graduate employment rates.
- Enrollment of talented and self-motivated national and international students.
- Increased enrolment in graduate programs.
- An established culture of innovation that enables all students, staff, and faculty to contribute to UAE's transition to a knowledge-based economy.
- Increased research outputs that generate valuable economic and social impacts.
- Recruitment and retention of leading researchers and educators.
- An infrastructure that enables vibrant entrepreneurship and innovation activity for faculty, students, staff, and external partners.
- Continuous improvement of UAEU's international rankings.
- Increased participation in our lifelong learning program.
- A robust and enlarged body of notable alumni who drive impact in the region and the world.
- An increased number of active external partnerships and joint projects.
- Sustainable diversified financial and material resources.
- A performance-based environment marked by a heightened sense of accountability and ownership.
- A working environment based on 'agility'.





RELATIONSHIPS AND RESOURCES



Our Campus

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

All students enjoy a rich living-learning environment that is safe and secure. The central campuses are equipped with classrooms and libraries whose physical resources are supplemented with a supportive virtual infrastructure that allows students to pursue their studies when they like, where they like and for faculty to develop their research communications. Teaching and learning laboratories are furnished with continuously upgraded technology. In 2021/22 "Propulsion and Prototype laboratories" were planned.



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 32 of its courses to blended/web enhanced format, with 25 further courses under similar development. CETL also created 5 MOOCs hosted on UAEUX platform and hosted 20 Faculty Professional Development activities including webinars, training, orientation, and workshops attended by 635 participants.

UAEU's research infrastructure is constantly updated in line with faculty members' current programs of pure and applied research, innovation, entrepreneurship, and advanced technological development.

UAEU Libraries continued to enhance digital access, services, and resources, led by the skillful response of UAEU Libraries' teams. The Libraries' homepage was viewed 654,000+ times with approximately 1.378 million full-text downloads of e-journal and e-book subscriptions and 301,662 external downloads from the ScholarWorks repository. EZproxy and OCLC WMS greatly improved remote access (75,000+ unique sessions).

Most of UAEU Libraries' services can be delivered online, including manuscript editing, reference questions via LibChat, and more advanced research queries via Ask-A-Librarian and virtual information literacy instruction (3,200+ attendees). UAEU Libraries shared resources with 8,000+ libraries around the globe via WorldShare Interlibrary Loan (1800+ borrowing transactions).

UAEU's IT Service Portal allows UAEU's community to define and automate workflows so users can easily see their individual agenda. The user-friendly service enables service requests and an automated tracking service. Users can report technical issues and have access to a user-guidance system.



OUR COMMUNITY

Enabling our national and international community to access campus resources fosters UAEU's connection with the university's stakeholders. UAEU also operates outreach programs that forge connections with business and industry, volunteer organizations, arts and cultural communities, and civic and charitable organizations. It is essential that students have access to global partners and communities so that their engagement with local culture and heritage is set in an international context.

Our Students

UAEU focuses on the future-readiness of our graduates and places students at the heart of its mission and operations. The university welcomes talented national and international students and prepares them for lifelong career advancement. Graduates have the skills, attitudes, knowledge, and spirit of entrepreneurship required for leadership roles. The active research programs of our distinguished scholars ensure undergraduate and postgraduate curricula address the latest developments in their fields. A flourishing campus environment enables student holistic personal development.

In 2021-2022 the Careers Center launched a career readiness program 'Jahez' to bridge the transition from graduation to employment. The program deepens students' personal awareness, develops employability skills, and enhances the quality of job applications. Topics included:



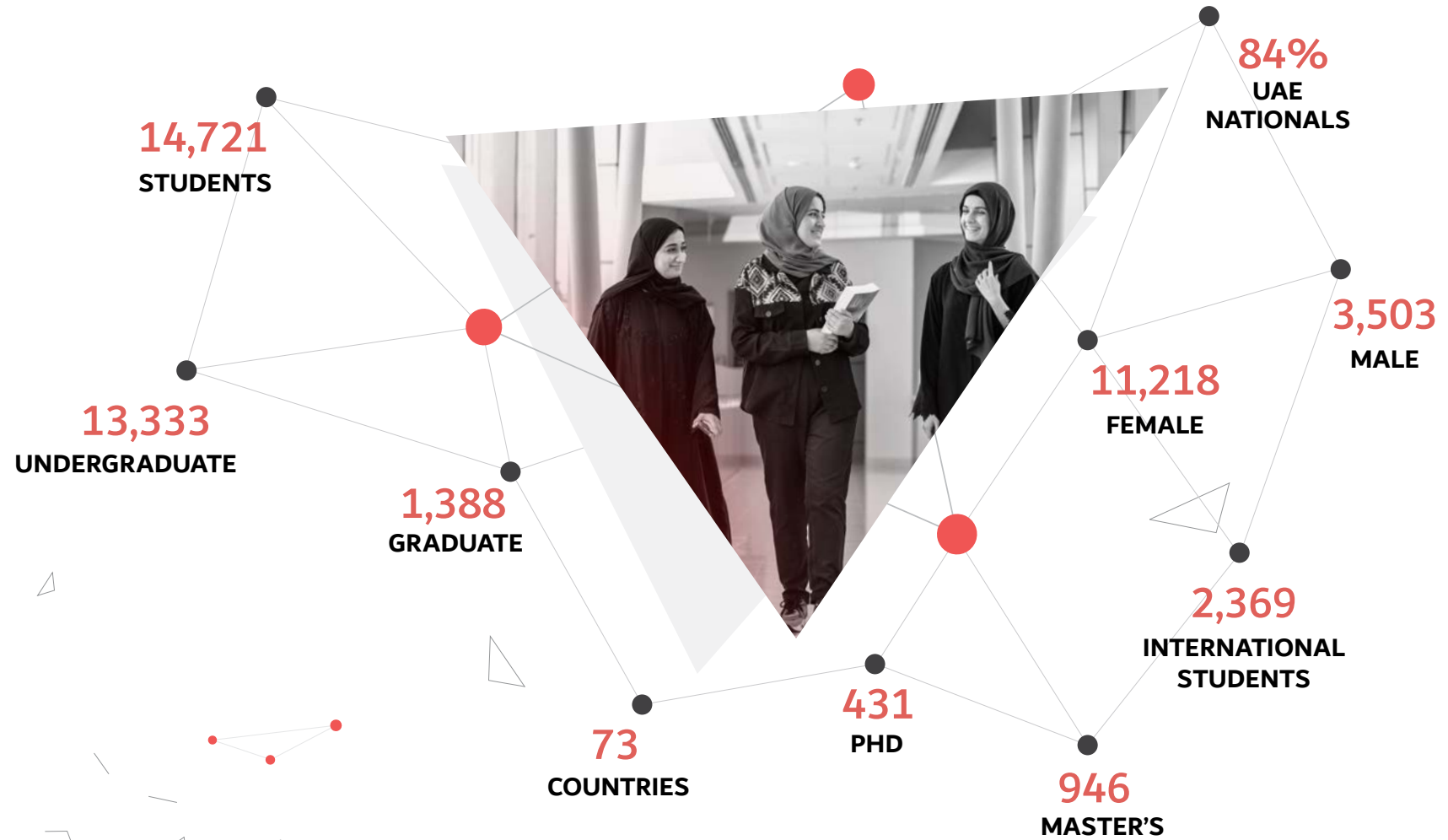


- Plan your Future Career
- Explore your Career Interests
- Job Search Journey Starts Here
- Build Your Online Presence - LinkedIn
- Write Your Professional Resume
- Improve Your Online Visibility - Build Your Networks
- Prepare for Job Interviews
- Become an Entrepreneur - Generate Business Ideas
- How to choose your major
- Alumni Panels
- Industry Engagement Panels
- Building a professional personal brand on LinkedIn
- The Future of the working environment with well-being

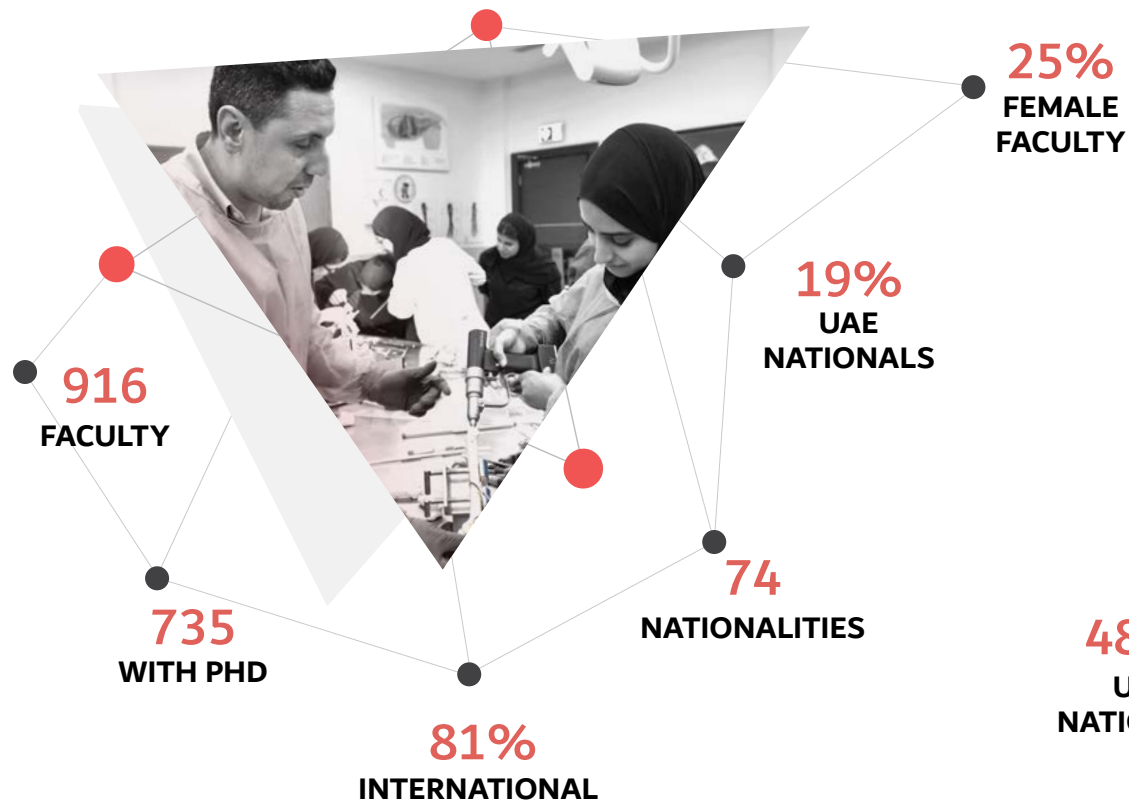
The Jahez team developed and updated 36 different career readiness educational resources for 19 topics on different career soft skills. 102 workshops were offered to 11,287 students from all Colleges, with a 96% student satisfaction rate. The Jahez program involved government and private partners including Emirates Global Aluminum, STRATA, the Abu Dhabi Chamber of Commerce, the Ministry of Education, Emirates Schools Establishment, Shaikh Khalifa Hospital, the Abu Dhabi Judicial Department, the Al Ain Centre For Care & Rehabilitation, and the Al Ain Autism Centre. In addition the 'Khibra' program brought the Careers Center together with UAEU Alumni.



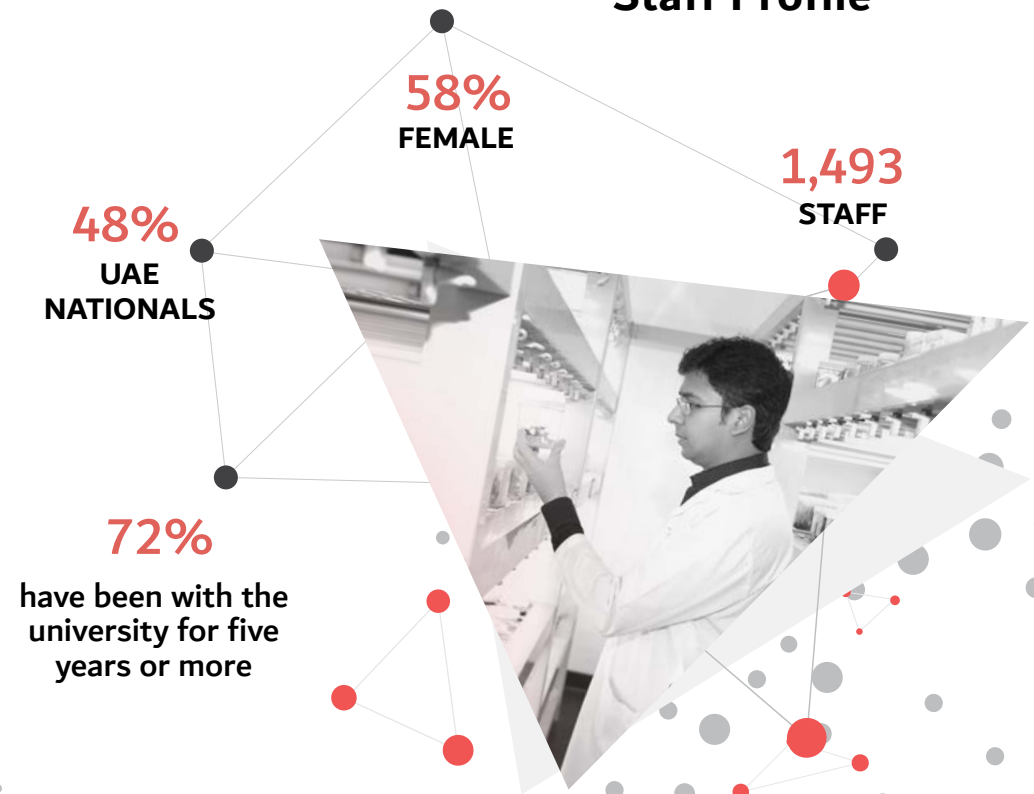
Student Profile



Faculty Profile



Staff Profile



Global Relations

UAEU has a set of strong and effective partnerships with international partners. In 2021-2022 new international collaborations were created with highly ranked academic institutions as measured by QS and THE.

Belarus
Belarusian State university of Informatics and Radio-electronics

Denmark
University of Southern Denmark

France
IESEG School of Management
NEOMA business School
Montpellier Business School
Institute Français du Petrole (IFP)

Finland
Vaasa University of Applied Sciences

Germany
Technische Universitat Dresden
Jacobs University
Schmalkalden University of Applied Sciences
Technische Universitat Berlin
Philipps- Universität of Marburg
Hochschule Osnabruck - University of Applied Sciences
Goethe University Frankfurt
Freie Universität Berlin
Max Planck Institute for Marine Microbiology

Ireland
Royal College of Physicians of Ireland

Italy
Sant' Anna School of Advanced Studies (Scuola Superiore Sant' Anna)

Poland
Jagiellonian University

Spain
University of Castilla-La Mancha
Autónoma University of Madrid
Carlos III University of Madrid

Switzerland
University of Geneva

Ukraine
Taras Shevchenko National University of Kyiv

United Kingdom
City, University London
University of Cambridge
University of Oxford



United States of America

University of La Verne
Georgia State University
Northern Illinois University
University of Florida
University of Massachusetts Boston
University of Southern Maine
University of California, Davis
Central Connecticut State University
University of Michigan
University of Georgia
Western Michigan University
University of North Carolina, Charlotte
Purdue University
College of William and Mary



EUROPE

ASIA

AFRICA

Namibia
University of Namibia

China

- Zhejiang University
- Tsinghua University
- Beijing Studies University
- Ningxia University
- Guangzhou University
- China University of Petroleum

Iraq

- University of Basrah

Japan

- Hokkaido University
- Fujita Health University
- University of Tokyo
- Waseda University

Jordan

- Middle East University

Kazakhstan

- L.N. Gumilyov Eurasian National University
- Karaganda State Technical University

Malaysia

- Universiti Putra Malaysia
- Islamic Science University of Malaysia (Universiti Sains Islam Malaysia)
- University of Malaya
- The International Centre for Education in Islamic Finance (INCEIF)
- University Sains Malaysia

Oman

- Sultan Qaboos University

South Korea

- JEJU national university
- Ewha Womans University
- Korea University
- Hankyong University of Foreign Studies
- Dankook University
- Hanyang University

Thailand

- Prince of Songkla University

Turkey

- Eastern Mediterranean University


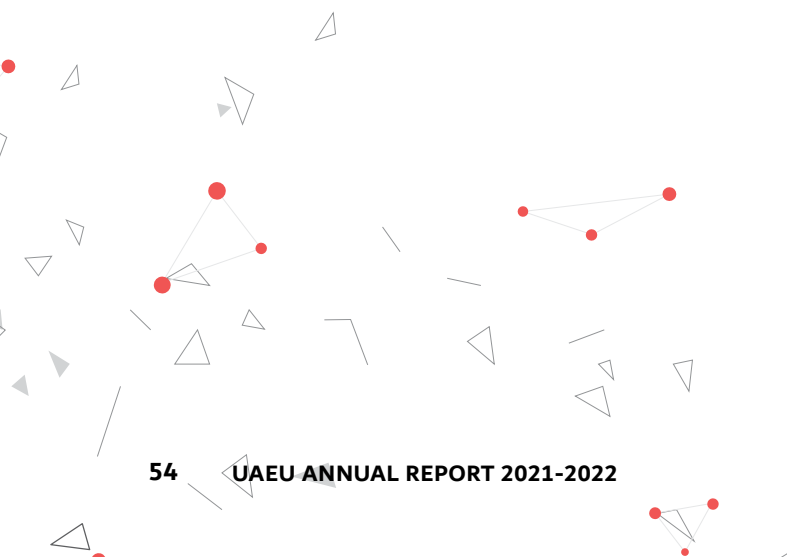
UAEU's interest in building global relations continues, and as founding member of the Asian University Alliance (AUA), a grouping of elite Asian Universities, UAEU continues to play an active role in the organization.



FINANCIAL REVIEW

In the UAE the financial year and the academic year are not coincident. Hence, the following is an analysis of the financial performance as originally reported in the 2020-2021 Annual Report.

The financial review for the financial year 2022 will be published in the 2022-2023 Annual report, which is due December 2023.







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.

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.



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