# University College Goals and Activities 2021 - 2023

## 1. College Strategic Goals, targets and alignment with UAEU's strategy

**College Goal 01: Enhance Students' academic achievement**
"UC aims at creating opportunities for students to improve their academic performance and achievements through tutoring, testing, and advising".

| Activity | Milestones & dates | Performance indicator | Targets & completion date | Link to UAEU Goals | Alignment with UAEU 25 initiatives | Alignment with UAEU IKPIs | Additional costs required |
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| 1.1 Offer tutoring to students through the Tutorial Center | Ongoing | 1. Number of supported courses added  2. Number of appointments attended | 1. 250 courses in 2021, increasing by 5% yearly  2. 7500 appointments in 2021, increasing by 5% yearly | Goal 1: Successful Future-ready Learner | 1.2 Onboarding & guidance | 1.2a On-time student graduation rate  1.2b Retention rate | |
| 1.2 Advising pre-major students | Ongoing | 1. Percent of eligible pre-major students advised | 100 % Per semester | Goal 1: Successful Future-ready Learner | 1.2 Onboarding & guidance | 1.2a On-time student graduation rate  1.2b Retention rate | |
| 1.3 Offer admission exams | Ongoing | 1. Percent of students who took the exams from due ones | 90% per semester | Goal 1: Successful Future-ready Learner | 1.1 Student enrollment management  1.2 Onboarding & guidance | 1.1a Offer acceptance rate (%)  1.2a On-time student graduation rate  1.2b Retention rate | |

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| 1.4 Conduct admission-exams' preparation modules | Ongoing | 1. Number of instructor-led modules conducted<br>2. Percent of students completing at least 80% of instructor-led modules<br>3. Percent of students completing at least 80% of self-learning courses from the registered ones | 1. 25 in 2021 and 50 in 2022; increased by 10 the following year<br>2. 55% in 2021; increased by 10% per year<br>3. 10% in 2021; increased by 10% per year | Goal 1: Successful Future-ready Learner | 1.1 Student enrollment management<br><br>1.2 Onboarding & guidance | 1.1a Offer acceptance rate (%)<br><br>1.2a On-time student graduation rate<br><br>1.2b Retention rate | |
| 1.5 Develop a special academic support program for students of determination | Plan and Initial study completed by the end of 2022. Develop the program by end 2023. Implementation by beginning of 2024. | 1. Percent of completion | 1. 100% of each milestone | Goal 1: Successful Future-ready Learner | 1.2 Onboarding & guidance | 1.2a On-time student graduation rate<br><br>1.2b Retention rate | |
| 1.6 Assess the effectiveness of UC coordinated Gen Ed courses | Collect data and conduct the assessment for One course yearly starting fall 2021 | 1. Assessment report presented | 1. One report yearly starting end of Spring 2022 | Goal 1: Successful Future-ready Learner | 1.2 Onboarding & guidance<br><br>2.1 Adaptive Program offering | 1.2a On-time student graduation rate<br><br>1.2b Retention rate | |

| | | | | | | 2.1a # of academic programs newly revised/established in light with job market requirements | |
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## College Goal 02: Strengthen Students' Transferable Skills
"UC aims at developing and strengthening transferable and employability skills among students at all their levels of study from undergraduate to graduate".

| Activity | Milestones & dates | Performance indicator | Targets & completion date | Link to UAEU Goals | Alignment with UAEU 25 initiatives | Alignment with UAEU IKPIs | Additional costs required |
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| 2.1 Enhance Students Communication Skills | Ongoing | 1. Number of appointments attended<br>2. Number of Viewing time (minutes) of educational videos produced by the Writing & Speaking Centers<br>3. Number of sessions/workshops conducted<br>4. Number of unique students involved | 1. 1700 appointments in 2021, increasing by 5% yearly<br>2. 15,000 minutes in 2021, increasing by 5% yearly<br>3. 90 workshops in 2021, increasing by 5% yearly<br>4. 900 students in 2021, increasing by 10% yearly | Goal 1: Successful Future-ready Learners | 2.4 LLL offering reinvention and streamlining | 2.4a # of new LLL programs offered<br><br>2.4b LLL programs rate of enrollment | |
| 2.2 Further develop students' | Ongoing | 1. Number of technological topics offered | 1. 13 topics in 2021, increasing | Goal 1: Successful | 2.4 LLL offering reinvention and streamlining | 2.4a # of new LLL programs offered | |

| | | 2. Number of appointments attended<br>3. Number of unique students involved | by two topics yearly<br>2. 500 appointments in 2021, increasing by 5% yearly<br>3. 150 students during fall 2021, increasing by 5% every semester | Future-ready Learner | | 2.4b LLL programs rate of enrollment | |
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| technological skills | | | | | | | |
| 2.3 Develop and implement a Skills Academy | -Conduct market study and data collection by end of fall 2022.<br>-Program design proposal submitted to upper admins by end of spring 2023.<br>-Implementation starts fall 2023<br><br>Implementation ongoing after fall 23 | 1. Percent completion of the research<br>2. Percent completion of the proposal<br>3. Number of tracks offered by the academy<br>4. Number of unique students involved | 1. 100%<br>2. 100%<br>3. To be determined after the completion of the study<br>4. To be determined after the completion of the study | Goal 1: Successful Future-ready Learner<br><br>Goal 3: Societal Impact | 3.4 Entrepreneurship and innovation boost<br><br>2.4 LLL offering reinvention and streamlining | 3.4c # of startups<br><br>2.4a # of new LLL programs offered<br><br>2.4b LLL programs rate of enrollment | 18,000 AED |
| 2.4 Organize university-wide events involving students in | -Academic Olympics during each fall semester | 1. Number of students competing in the Academic Olympics | 1. 500 in 2022<br>2. 10% yearly<br>3. 85%<br>4. 110 in 2021<br>5. 10% yearly | Goal 1: Successful Future-ready Learner | 1.4 UAEU campus activation & community engagement | 1.4a # of activities/programs that support student employability skills | |

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| academic activities | -Undergraduate Student Research Conference during each Spring Semester<br><br>Ongoing | 2. Annual percent increase in students competing in the Academic Olympics<br>3. Percent of student satisfaction with the Olympics<br>4. Number of students with an accepted submission to the conference<br>5. Annual percent increase of students with an accepted submission to the conference<br>6. Percent of student satisfaction with the conference | 6. 80% | Goal 4: Strong Internal & External Collaboration | | 1.4b # of programs and projects that aim to improve and promote student wellbeing<br><br>1.4c % of student participation in developed co-curricular, extra-curricular, wellbeing, and volunteering activities | |
| 2.5 Enhance skills within General Education Courses | Submit one proposal per year starting 2022 | 1. Number of submitted proposals | 1. One per year | Goal 1: Successful Future-ready Learner<br><br>Goal 2: Impactful research and innovation | 2.1 Adaptive program offering | 2.1a # of academic programs newly revised/established in light with job market requirements<br><br>2.1b Graduates employment rate | |

## College Goal 03: Support distance and online instructional-material development

"UC aims to provide a variety of multimedia production – including emerging technologies – to transform education delivery; train both staff and students in the use of related technology; and, generate a culture of knowledge share and student empowerment".

| Activity | Milestones & dates | Performance indicator | Targets & completion date | Link to UAEU Goals | Alignment with UAEU 25 initiatives | Alignment with UAEU IKPIs | Additional costs required |
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| 3.1 DOLSU reactivation | - Fall 2021 Approved structure by the UCC<br>- Appointment of heads (DOLSU, UC E-Learning Studio, Instructional design unit) by Fall 2021 | 1. Percent completion<br>2. Percent Completion | 1. 100%<br>2. 100% | Goal 1: Successful Future-ready learners | 2.1 Adaptive Program Offering | 2.1a # of academic programs newly revised/established in light with job market requirements | |
| 3.2 Build the UC E-Learning Studio and Equipment procurement | - Launch of the studio "Spring 2022"<br>-Form the e-studio team (producers) "End of spring 2022"<br>-Facility completion (hardware and software) - spring 2022 | 1. Final report on accomplishments | 1. One report End of Spring 2022 | Goal 1: Successful Future-ready learners | 6.6 Effective and efficient IT | 6.6a Average IT services availability<br><br>6.6c % of projects completed meeting stakeholders' expectations | |
| 3.3 Transformation of Courses to digital and online mode | -Transformation of the UC admission exam prep courses by end of Spring 2022 | 1. Number of UC courses transformed.<br>2. Number of other courses transformed | 1. 3 by end of Spring 2022<br><br>2. 4 per year starting | Goal 1: Successful Future-ready learners | 6.6 Effective and efficient IT<br><br>1.2 Onboarding and guidance | 6.6c % of projects completed meeting stakeholders' expectations | |

| | -Transformation of other courses | | from Fall 2022 | | | 1.2a On-time student graduation rate<br><br>1.2b Retention rate | |
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| 3.4 Provide training to DOLSU team members | Provide a training program to DOLSU team members Fall 2021 – Summer 2024 | 1. Number of trained members | 1. 2 per year | Goal 1: Successful Future-ready learners | 2.3 Effective Learning and Teaching Methods | 2.3b % of ETLMs-certified faculty members | |
| 3.5 Develop a program that engages UAEU students in the E-Learning Studio activities<br><br>- Students will develop multimedia products<br>- Engage students in training other students | - Launch of the program End of Fall 2022 | 1. Percent of completion of program development | 1. 100% | Goal 1: Successful Future-ready learners | 1.4 UAEU campus activation & community engagement | 1.4c % of student participation in developed co-curricular, extra-curricular, wellbeing, and volunteering activities | |
| 3.6 Establish Instructional Material Design Sub-Unit | -Train instructors to be certified professional in Instructional design Starting Fall 2021<br><br>-Develop the guidelines and workflow of the | 1. Number of instructors trained<br><br>2. Final document submitted by end of summer 2022 | 1. Two per year to end by 2023<br>2. One document submitted | Goal 1: Successful Future-ready learners | 2.3 Effective Learning and Teaching Methods | 2.3b % of ETLMs-certified faculty members | |

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| | instructional material by end of Summer 22 | | | | | | |

## College Goal 04: Increase the impact of the University College internally and externally
"UC has potential to expand its role and make an impact within the university as well as externally contributing to increasing the reputation and role of UAEU in the community".

| Activity | Milestones & dates | Performance indicator | Targets & completion date | Link to UAEU Goals | Alignment with UAEU 25 initiatives | Alignment with UAEU IKPIs | Additional costs required |
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| 4.1 Enhance data-driven decision making at the University College | - Develop a data analysis system to support decision making by end of spring 2022. <br> - Establish a UC Research Hub to conduct research benefiting the college during fall 2022. | 1. System is designed and completed <br> 2. Research Hub formed | 1. 100% <br> 2. 100% | Goal 2: Impactful research and innovation | 6.4 Data-driven decision making | 6.4a # of DDDM models created <br><br> 6.4b % of usage of DDDM system | 100,000 AED annually |
| 4.2 Strengthen relationship with external parties (ex: ZMC, MOE, CEC, ..) | Ongoing | 1. Number of contracts per year <br> 2. Number of courses taught/offered by UC per year to external parties <br> 3. Number of examinees per year | 1. 2 <br> 2. 5 <br> 3. 12,000 | Goal 4: Strong Internal & External Collaboration | 5.1 Advancement through partnerships | 5.1a % of funding from partnerships <br><br> 5.1c % of faculty participating in exchange programs | |

| 4.3 Diversify financial resources to feed the UC budget | Increase the restricted fund by 5% starting 2022 | 1. Restricted fund increased by 10% | 1. 10% yearly | Goal 5: Organizational excellence and sustainability | 7.1 Funding diversification (endowment, auxiliary, pvt, 3rd sector, students) | 7.1a Percent of income generated from tuition fees<br><br>7.1c Percent of income generated from auxiliary and other services | |
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