


 جامعة الإمارات العربية المتحدة United Arab Emirates University  	<b>Succession Policy</b>		
	<b>Subject</b> Table of Contents	Effective Date	08-05-2025
		Date for Next Review	01-09-2028
	<b>Responsible Office:</b> Vice Chancellor Office	Page Number	1 of 4

## TABLE OF CONTENTS

<b>Succession Policy .....</b>	<b>2</b>
Article (1): Policy Principles .....	2
Article (2): Succession Planning Process .....	3
Article (3): Emiratization Focus .....	3
Article (4): Policy Owner .....	4
Article (5): Accountability and Responsibility of the Vice Chancellor .....	4
Article (6): Policy Review .....	4

 جامعة الإمارات العربية المتحدة United Arab Emirates University  	<b>Succession Policy</b>		
	<b>Subject</b> Succession Policy	Effective Date	08-05-2025
		Date for Next Review	01-09-2028
	<b>Responsible Office:</b> Vice Chancellor Office	Page Number	2 of 4

## Succession Policy

### Overview

The United Arab Emirates University (the “University”) is committed to fostering a robust leadership pipeline that aligns with its strategic vision and supports national objectives, including the UAE's Emiratisation initiatives. This succession Policy aims to ensure a smooth and effective transition of key leadership positions while supporting the development of Emirati talent across the university.

### Scope

This Policy applies to all senior leadership positions at the University, including but not limited to:

1. Vice Chancellor
2. Deputy Vice Chancellor for Academic Affairs (Provost)
3. Deputy Vice Chancellor for Finance and Administration (Secretary General)
4. Associate Provost
5. Deans and Vice Deans
6. Directors of key departments and centers.

### Objective

1. This approach aligns with national workforce priorities and supports the UAE's broader Emiratisation goals.
2. The Policy outlines the principal framework of leadership succession process; reflecting Emiratisation, timelines of implementation; and accountability measures. It also clarifies the role and responsibility of the Vice Chancellor for Policy implementation.
3. The primary objective is to identify, develop, and retain a pool of high-potential individuals, with emphasis on Emirati talent, to assume leadership positions within the university. This approach aligns with the national workforce priorities and UAE's broader Emiratisation.

## Article (1): Policy Principles

### 1. Commitment to Emiratisation

The university is committed to increasing the representation of UAE nationals in leadership roles in line with Emiratisation goals. As such, qualified Emirati candidates are prioritized when considering internal succession or external recruitment for leadership roles.

### 2. Merit-Based Development



Succession planning will be based on performance, potential, and capability. While prioritizing Emiratis, all candidates considered for succession must meet the qualifications and demonstrate the skills required for leadership positions.

### 3. Continuous Leadership Development

The University should invest in leadership development programs, mentorship, training, and career development opportunities to prepare high-potential Emirati and non-Emirati employees for future leadership roles.

### 4. Transparency and Fairness

The succession process should be transparent, fair, and free from bias, ensuring all eligible candidates are evaluated based on clear objective criteria.

 جامعة الإمارات العربية المتحدة United Arab Emirates University  	<b>Succession Policy</b>		
	<b>Subject</b> Succession Policy	Effective Date	08-05-2025
		Date for Next Review	01-09-2028
	<b>Responsible Office:</b> Vice Chancellor Office	Page Number	3 of 4

## Article (2): Succession Planning Process

### 1. Identification of Critical Positions

The Human Resources Department, in consultation with senior leadership, will identify critical leadership positions that require succession planning. This includes positions that are essential to the university's strategic objectives and those with high impact on academic and administrative functions.

### 2. Candidate Identification and Assessment

Potential candidates for succession will be identified through the following mechanisms:

- Performance Appraisals: Annual performance reviews will be used to assess the capabilities of potential successors.
- Leadership Potential Assessment: In-depth evaluations of leadership potential, including behavioral interviews, leadership assessments, and 360-degree feedback.
- Emirati Talent Identification: Special attention should be given to identification and nurturing Emirati employees who demonstrate high potential and commitment to university's goals.

### 3. Development Plans for High-Potential Employees

Customized development plans should be created to identify potential successors, focusing on:

- Skills Development: Leadership training, academic certifications, or specialized courses.
- Job Rotation: Exposure to different areas to gain a comprehensive understanding of the university's operations.
- Mentorship Programs: Pairing potential successors with senior leaders for coaching and career guidance.
- Emirati Leadership Development Programs: Tailored programs that focus on nurturing Emirati talent, with a focus on national leadership priorities.

### 4. Monitoring and Review

- The Human Resources Department, along with senior leadership, should conduct regular reviews to track candidates' development and assess readiness for leadership roles.
- While internal, particularly Emirati candidates, UAEU may also recruit externally to secure talent aligning with institutional values and Emiratization objectives

### 5. Internal and External Recruitment


While internal candidates will be given priority in the succession process, particularly Emirati staff, the University may also seek external candidates to fill leadership positions when necessary. External recruitment will focus on identifying individuals who align with the university's values and Emiratization objectives.

## Article (3): Emiratization Focus

### 1. Strategic Emirati Leadership Development

To meet the UAE government's Emiratization targets, the University should:

- Set measurable targets for the number of Emiratis in leadership roles;
- Partner with government entities to access Emirati leadership development programs; and
- Establish a fast-track program for high-performing Emiratis in middle management to transition into senior leadership roles within a defined period.

 جامعة الإمارات العربية المتحدة United Arab Emirates University <b>UAEU</b>	<b>Succession Policy</b>		
	<b>Subject</b> Succession Policy	Effective Date	08-05-2025
		Date for Next Review	01-09-2028
	<b>Responsible Office:</b> Vice Chancellor Office	Page Number	4 of 4

## 2. Career Pathways for Emirati Staff

The University will create clear career pathways for Emirati employees, from entry-level positions to senior leadership roles. Career counseling, coaching, and leadership exposure will be integrated into these pathways to ensure readiness for leadership opportunities.

## 3. Report on Emiratization Progress

The Vice Chancellor should regularly report to the Board of Trustees and relevant government authorities on the university's progress in meeting Emiratization targets and goals.

## Article (4): Policy Owner

The Vice Chancellor is the designated owner of this Policy.

## Article (5): Accountability and Responsibility of the Vice Chancellor

1. The Vice Chancellor is accountable and responsible for implementing the Policy.
2. The Vice Chancellor has the authority to delegate the responsibility of implementing the Policy to a member of the management team.
3. Delegation of the responsibility by the Vice Chancellor does not abdicate the Vice Chancellor's accountability before the Board of Trustees for overseeing the Policy's implementation.

## Article (6): Policy Review

This Policy should be reviewed every three (3) years to ensure alignment with the University's strategic goals and national priorities.