GOAL 1

Prepare students to be distinguished in their areas of specialization, leaders and productive members of society.
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<th>Initiative</th>
<th>Activities</th>
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| 1. Teaching and Learning - Improve effectiveness in teaching and learning | • Professional Development - Expand professional development for faculty in pedagogies that support 21st century learning requirements and in the use of emerging educational technology to support innovative teaching and learning.  
• Teaching Effectiveness - Further develop the processes for recognizing and evaluating innovative and effective teaching practices.  
• Research Experience - Increase the engagement of students in disciplinary and educational research. |
| 2. Student Recruitment – Improve recruitment efforts to attract and retain high-achieving students | • Recruitment Programs - Develop stronger outreach and recruitment programs for high school students.  
• Scholarships - Liaise with government entities to solicit more scholarships opportunities for talented students.  
• Meet market needs - Encourage students to join specialties required by the national labor market. |
| 3. The Student Experience - Provide a university experience centered on student development and success | • Student Preparation - Improve the preparedness of freshman students.  
• Advising - Improve the integration of student advising activities and increase their effectiveness.  
• Internship and Employment Opportunities - Make use of UAEU partners to avail more internship and employment opportunities for UAEU students.  
• International Experience - Provide student with diverse international experiences through student exchange programs. |
| 4. Graduate Students - Increase the number of high quality graduate students | • Marketing - Improve marketing efforts for graduate programs.  
• Admission Process - Simplify and accelerate the admission processes for prospective graduate students.  
• Funding - Obtain more funding, including sponsorships for stipends, for graduate students studying in strategic discipline areas.  
• Graduate Student Services - Expand the range of support services that are available to graduate students, both on- and off-campus. |
| 5. Library - Redefining the role of Library in supporting teaching, learning, and research | • Library Services - Developing library services to support 21st century skills (communication, collaboration, creativity and critical thinking).  
• Information Literacy - Improve information literacy support programs.  
• Library Collections - Develop process for linking collections more closely with degree programs and with areas of research activity.  
• Qualified Librarians - Recruit staff with professional library qualifications and initiate professional development programs. |
GOAL 2

Develop research capacity and innovation in areas of national and global importance.
### Initiative | Activities
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1. Research Areas - Developing research innovation in areas of national priority | • Cutting-Edge Research - Stimulate innovative, interdisciplinary research activity.
• Research Collaborations - Identify and pursue opportunities for collaborative research with external partners.
• UAEU Science & Innovation Park (External Engagement) - Attract a range of SMEs and R&D organizations as partners in the UAEU Science and Innovation Park.
• UAEU Science & Innovation Park (Internal Engagement) - Increase involvement of UAEU researchers in the Science and Innovation Park.

2. Research Quality - Enhancing the quality and quantity of research and researchers | • Faculty Quality - Recruit and retain international cluster leaders and faculty with research potential.
• Sufficient Faculty Numbers - Bring student-faculty ratios and teaching loads into line with international benchmarks.
• Research Centers - Develop UAEU research centers and increase the effectiveness of their outcomes.
• Graduate Programs - Identify and develop additional graduate programs to support research in areas of national priority.
• TA Program - Promote the TA program to support and develop national teaching and research capabilities.

3. Research Support - Promote a research supportive environment development and success | • Research Infrastructure - Enhance the university research facilities and establish a fabrication lab.
• Research Funding - Increase internal and external funding for research in areas of national priority.
• Graduate Student Research - Encourage Graduate Students to link their research projects and thesis to funded research projects and research centers.
• Endowed Chairs and Professorships - Establish distinguished professorships and endowed chairs in the university.
• Administrative Services - Provide effective administrative services, procurement and finance that support research activities and initiatives.
GOAL 3
Expand international accreditation for the university and its academic programs and promote the university’s global reputation.
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| 1. International Accreditation - Expand the international accreditation for the University and its academic programs | • Institutional Accreditation - Secure and maintain international institutional accreditation for the university.  
• Academic Accreditation - Expand international accreditation of academic programs.  
• Accreditation Maintenance - Maintain Academic Accreditation of the programs through continuous improvement efforts. |
| 2. Enhancing the quality of academic programs through continuous assessment and improvement | • Program Development and Review - Continue to improve the development and review process of academic programs.  
• Outcomes Assessment - Further enhance the quality of assessment of student learning outcomes.  
• Market Needs - Ensure that academic programs are aligned with UAE market needs. |
| 3. The International Community - Promote the university’s international reputation and its achievements worldwide | • Marketing - Develop a marketing and branding strategy to enhance university international repute.  
• Expertise - Market the faculty and researchers expertise and their scientific achievements.  
• Recruit - Focus on recruiting and retaining highly reputable faculty members. |
| 4. International Partnerships - Further university global engagement with international Higher Education community | • External connections - Build more extensive connections with reputable universities.  
• Benchmarking - Develop more active benchmarking partnerships with international universities.  
• Future Studies - Encourage and facilitate Higher Education Strategic Forecasting studies for planning and improvement purposes.  
• High-Impact Conferences - Improve the selection of conferences attended by UAEU and increase the number of high-profile conferences hosted at the university. |
GOAL 4

Promote the University’s role in the transfer of knowledge and skills to serve the society.
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| 1. Stimulating the university’s role in community engagement | • Develop local partnerships in support of knowledge and skill transfer to serve the community.  
• Develop a process to better understand and meet community needs of the services offered by the university and plan accordingly to meet these needs.  
• Develop a centralized database to document university partnerships and community engagement services. |
| 2. Building a volunteering culture including the promotion of national identity and social responsibility within UAEU community | • Develop UAEU Voluntary Work process to encourage and stimulate higher involvement in voluntary activities.  
• Launch programs to raise awareness and encourage participation in voluntary work.  
• Establish partnerships with national agencies to provide opportunities for UAEU community to volunteer across the country. |
| 3. Enhance relations with UAEU alumni and increase their engagement in university activities | • Improve communication and engagement with UAEU alumni.  
• Develop a centralized database of UAEU alumni since university establishment.  
• Effective communication with employers to solicit employment opportunities for UAEU alumni.  
• Conduct survey studies about UAEU alumni. |
| 4. Promote the university role in meeting community needs of training and professional consulting services | • Assess community needs of training and professional consultation services.  
• Offer training programs including professional programs and specialized certification in areas required by the market for both the university and the community.  
• Market the training programs offered by the university. |
GOAL 5

Ensure high quality, efficient and transparent administrative services.
### Initiative

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| 1. Financial Resources - Efficient and effective management of the financial resources | • Adopt a robust Budgeting Process that meets best practices.  
• Payroll.  
• Payable & Dues.  
• Internal Audit. |
| 2. Procurement - Procurement Management according to international best practices | • Procurement.  
• Contracts management and follow-up. |
| 3. Human Resources - Application of best practices in Human Resource Management | • Human resources planning, recruitment, and hiring.  
• Staff Training and Professional Development.  
• Management of Human Resources Services (performance evaluation, Personnel matters). |
| 4. Ensure the implementation of quality standards and institutional excellence | • Quality Management.  
• Customers Relations Management.  
• Preparation to participate in Sheikh Khalifa Program for Excellence. |
| 5. Administrative Quality Assurance: Strengthening the administration QA processes | • QA framework: Implement the university’s approved QA framework in administrative areas.  
• Seven Star Services: Implement “Emirates Government Service Excellence Program” criteria across all UAEU services.  
• QA Award: Continue implementing the “Chancellor Award for Institutional Excellence”. |
| 6. Effective internal and external communication | • Planning and coordination of internal and external communications.  
• Management of Media activity. |
| 7. Implementation of international best practices in leadership | • Offices of Ministers and Director General (Under-Secretary) and Executive Directors.  
• Advisors of the Minister and the Director-General (Under-Secretary). |
| 8. Governance Structure: Continue the evolution of UAEU Governance structure in keeping with best international practices | • University Council: Continue the evolution of the University Council Governance in keeping with best international practices, including self-review of the council and performance review of the Vice Chancellor.  
• Policies and Procedures: Develop a regular review and revision process for all policies and procedures.  
• Data Governance: Establish UAEU data governance structure to ensure that constituencies are informed with accurate and consistent information.  
• Advisory Boards: Maintain the effectiveness of College Advisory Boards and ensure their positive contribution to the advancement of colleges. |
| 9. Drafting and developing the Strategic Plan and Performance Measurement | • Drafting and developing the Strategic and Operational Plan.  
• Identify the key performance indicators, and performance measurement. |
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<td>10. Provide the best legal services</td>
<td>• Legal studies and consultation.</td>
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<td></td>
<td>• Management of Legal Affairs.</td>
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<td>11. Provide up-to-date IT services</td>
<td>• Development of electronic systems and applications.</td>
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<td>• Provide technical support to users.</td>
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<td>• Network and Security Information Management.</td>
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<tr>
<td>requirements on all UAEU Services</td>
<td>• E/M Quality Standards: Ensure that the UAEU smart services are provided according to the quality</td>
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<td>standards of UAE Smart Government.</td>
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<td>13. Provide common services for all organizational units with high</td>
<td>• Maintenance.</td>
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<td>efficiency</td>
<td>• Lease / Rent.</td>
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<td>• Transportation.</td>
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<td>• Consulting fees.</td>
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<td></td>
<td>• Other recurrent expenses (telephones and the Internet, etc.).</td>
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<td>• Other common services (tools, office stationery, petty expenses, etc.).</td>
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GOAL 6

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