

**UAEU**

جامعة الإمارات العربية المتحدة  
United Arab Emirates University



UNITED ARAB EMIRATES UNIVERSITY

# STRATEGY

(2023–2026)



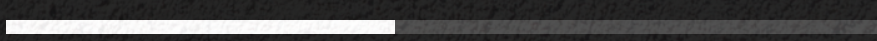
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# United Arab Emirates University (UAEU)





## Forward Leadership's Message

**“Over the last forty years, The United Arab Emirates University has been a beacon of knowledge in the region. Since its inception, it has set the highest standards for education, research, and societal impact. We will not, however, rest content with our past achievements. It is imperative that we continue to evolve, guided by H.H. Sheikh Mohamed Bin Rashed words: “In this age of rapid change, those who lag behind become irrelevant in a heartbeat. The choice is simple: Innovate or become irrelevant.”**

**Our university is embarking on a transformational journey. Our vision: “Leadership and innovation in higher education, research and community service at national and international levels” will be our guiding northern star to a future where we are a world-class university, paving a way for our country to be a leading knowledge-based economy.**

**This transformational strategic plan was developed through extensive collaboration. I would like to thank everyone that took part and invested in this effort. Your continuous support is what enabled us to start this momentous journey that I look forward to taking with you ”**

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





**“The Higher Education industry is transforming as we speak. How we teach, what we teach, and why we teach; all these questions are being examined with the aim of having a clearer understanding of the changing nature of education to ensure that we offer high-quality education to our students.”**

**Prof. Ahmed Al Raeesi**  
**Acting Vice Chancellor**  
**United Arab Emirates University**







# Executive Summary

UAEU was established in 1976 by His Highness Sheikh Zayed bin Sultan Al Nahayan. It was envisioned to be a lighthouse of human thought, and a pioneering center for the development of human wealth, dissemination of culture and deepening roots thereof, and the development of society while sustaining its original elements and illuminating its heritage.

The ever-changing local and global environment raise the need for UAEU to evolve. Locally, the UAE government has put human capital at the heart of its development plans. Globally, trends such as 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 transform it.

This strategy sets UAEU on a mission "The university contributes to developing a sustainable educational and research future for the UAE, provides impactful societal contributions, develops competitive capabilities by encouraging research collaboration and innovation, establishes a stimulating environment for entrepreneurship and builds graduates' skills in line with the future labor market needs". This mission entails that we will empower successful future-ready learners, produce impactful research and innovation, have a strong societal impact, strengthen collaboration, provide distinguished services and proactive student experience, achieve organizational excellence, manage innovation, and implement transformational projects. All while staying true to our values of respecting heritage, integrity, collaboration, leadership and continuous learning, effective decision-making, effective communication, dedication to knowledge, cultivating a culture of innovation, and reinforcing competitiveness.

The strategy will be achieved by implementing specific activities across seven priority areas of action, these are:



## Core priority areas of action

- 1 Design enriching and engaging student journeys
- 2 Provide high quality adaptive program offering
- 3 Produce impactful research & innovation
- 4 Attract, develop & retain top researchers & educators

## Enabling priority areas of action

- 5 Establish strong partnerships and industry relations
- 6 Realize institutional effectiveness
- 7 Achieve financial sustainability



# UAEU's History and Context

The United Arab Emirates University (UAEU) was founded in 1976 by His Highness Sheikh Zayed bin Sultan Al Nahyan with the vision of becoming a beacon of knowledge, a pioneering institution for human capital development, and a hub for cultural preservation and societal advancement. Since then, UAEU has grown into the UAE's leading university, staying true to its founder's aspirations. We are proudly ranked #1 in the UAE in the QS Arab University Rankings, with approximately 18,000 undergraduate students and 1,500 graduate students. Our faculty consists of over 900 members along with more than 1,650 staff.

UAEU has consistently been at the forefront of excellence and innovation. Significant milestones include the publication of 25,000 Scopus-indexed papers, and significant contributions toward 11 of the United Nations Sustainable Development Goals (SDGs). Receiving the UAE Pioneers award for our libraries encouraging reading, launching our Space Center, and our participation in global events like Expo 2020 and COP28. Our commitment to societal advancement is reflected in initiatives such as the Sports Tolerance Olympiad, offering courses through edX, and the Chancellor's Innovation Award. We take pride in our achievements and remain dedicated to shaping the future of education and society.



**261**  
Global Ranking



**1**  
In the UAE



**84,766**  
UAEU's alumni



**18,024**  
Undergraduate Students



**1591**  
Graduate Students



**9**  
Colleges



**50**  
Undergraduate Program



**71**  
Graduate Program



**71%**  
Female Students



**29%**  
Male Students

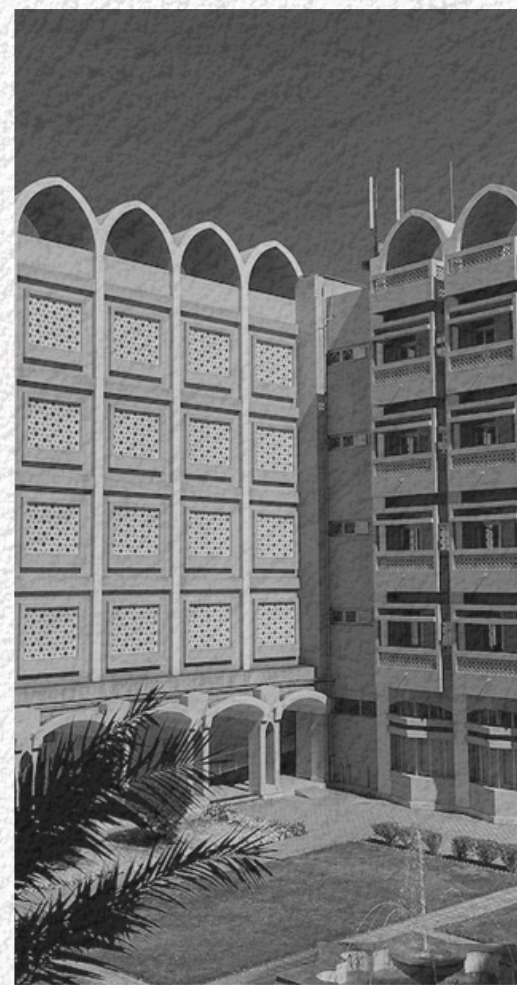


**89**  
Countries



**12**  
Research Centers







# The Changing Local and Global Environment

**The ever-changing local and global environment raise the need for UAEU to evolve**

Locally, the UAE government has put human capital at the heart of its development plans. These plans influence our strategy in the mid and long term, given the government's direction.

## Centennial 2071 Plan

Of its four pillars, the Centennial has "Excellent Education" as a core one. This pillar aims to make UAE's educational system "the best in the world" and to "push forward the country's cultural and economic growth." The Centennial also provides direction to adopt the best educational methods, to focus on the student, and to make education available anytime and anywhere. In addition, the Centennial aims to have UAE's universities among the world's leading universities.

## UAE 2031 Vision

The "We the UAE 2031" vision outlines the national plan for the UAE's development over the next 10 years, focusing on social, economic, investment, and developmental growth. Central to this vision is the "Forward Society" pillar, which aims to enhance societal prosperity by empowering citizens to contribute across all sectors. It seeks to create an environment that fosters innovation and skill development through world-class, lifelong education, preparing citizens to shape the future.

## Principles of the 50 (the UAE's 10 principles for the next 50 years)

The principles of the 50 are 10 principles that act as guidelines for all institutions in the UAE as the country approaches a new phase of development over the next 50 years. They are part of the 'Projects of the 50' campaign, to chart the strategic roadmap for the UAE's new era of economic, political, and social growth. The fourth principle emphasizes human capital as a key driver of future growth. To maintain the UAE's competitive edge, it is crucial to enhance the educational system, attract and retain talent, and continuously develop skills.

## National Higher Education Strategy

Its vision "HE institutions deliver quality education, in academic & professional tracks, and produce world-class research" guides all HE institutions on both learning and research fronts. In particular, the Higher Education strategy aims to have one UAE higher education institution among the top 100 universities in the world, achieve operational budget savings, ensure 80% of higher education graduates are employed within a year, and make UAE a top 20 country in innovation within the next few years.



## **National Employment Strategy**

The employment strategy, being at the other side of a student's journey, aims to boost nationals' employment, involvement in R&D, entrepreneurship, and life-long learning. Of its objectives, the employment strategy sets to increase labor force participation, number of R&D personnel, entrepreneurship activity, and participation in lifelong learning programs. All of which can be highly influenced by higher education institutions.

## **Advanced Skills Strategy**

The Advanced Skills strategy aims to skill Emiratis for the jobs of the future. It targets students, fresh graduates, and experienced professionals. It identifies four main categories for future skills: basic skills (how skills are applied every day), competencies (how complex challenges are approached), personality traits (how the changing environment is approached), and specialized skills (subject area knowledge) to provide learners with skills applicable in whichever career they pursue

## **National Advanced Sciences Agenda 2031**

National Advanced Sciences Agenda 2031 aims to utilize advanced sciences in the development and creation of solutions to future challenges and support the government's efforts to achieve the objectives of Centennial Plan 2071. The 2031 Agenda sets out eight scientific priorities up to 2031. Some of them are national capacity-building, promoting the sustainable energy sector and enhancing water security using advanced and clean technology.

## **National Strategy for Advanced Innovation**

The UAE National Strategy for Advanced Innovation seeks to establish the UAE as a global innovation leader by promoting creativity, advancing technology, and implementing cutting-edge solutions across key sectors, including education. The strategy emphasizes driving economic growth and tackling future challenges through innovation. It aims to develop a skilled workforce to spearhead technological progress and economic development. Additionally, groundbreaking research and innovations will address global challenges, enhance national competitiveness, support sustainable development, and foster entrepreneurship to create new economic opportunities.



# Key Drivers Shaping Global Higher Education Trends

01

## Re-imagining Education Experience

Overall, globalization is changing course content to have more global outlook and examples. Moreover, mobility of students and faculty is increasing through short and long-term exchange programs. Inside the classroom, tech-enabled innovative pedagogical such as gamification and personalized learning approaches are on the rise. Outside the classroom, students are receiving full-fledged academic and career services.

02

## Changing Employment Landscape

Digitalization is changing employment globally. There is an increased skills mismatch with new jobs emerging particularly in science, technology, engineering, and math related field. Moreover, emotional intelligence, and higher order skills such as adaptability, empathy, and cultural awareness is becoming increasingly critical for success in the workplace.

03

## Evolving Consumer Demands

Millennials, gen X, and gen Z educational demands are evolving. More and more students are leveraging new learning models such as flipped, fully online and “OnDemand” modular courses. Outside university walls, professionals are increasingly enrolling in lifelong learning programs to be upskilled and reskilled, ensuring their relevance to the job market.

04

## Ever-expanding Education Ecosystem

Among universities, research consortiums and interdisciplinary research programs are increasing. Beyond universities, the private sector is increasingly contributing to academic programing, research and apprenticeships.

05

## The Changing Landscape of AI-Driven Digital Transformation

Digital transformation driven by artificial intelligence (AI) is reshaping how universities operate and deliver education. AI technologies, including machine learning and natural language processing, enable institutions to offer personalized learning experiences, automate administrative tasks, and gain data-driven insights to enhance decision-making. To leverage AI effectively, universities must rethink their strategies, integrating smart technologies to ensure student success. This shift demands a re-evaluation of traditional educational models and an embrace of innovative approaches to stay competitive and meet the evolving demands of a technology-driven world.

06

## Redefining the Higher Education Business Model

Universities are diversifying their income through innovative tuition fees structures and public private partnerships. Moreover, universities are increasing their operations and offering agility to respond better to labor market demand. Finally, there is an increased investment in technology to support student success through tools such as predictive analytics. among the world's leading universities.



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# UAEU'S Strategy

## Our Direction

**UAEU set to transform itself and to lead the way to the future.**

### Vision



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

### Mission



The university contributes to develop a sustainable educational and research future for the UAE, provides impactful societal contributions, develops competitive capabilities by encouraging research collaboration and innovation, establishes a stimulating environment for entrepreneurship and builds graduates' skills in line with the future labor market needs.



# Our Values



## **Respect for Heritage and Cultural Diversity:**

We respect the deep-rooted values and the rich heritage of the 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.



## **Leadership and Continuous Learning:**

We develop the spirit of innovation, proactiveness and excellence, and apply the best international practices in all of the university's operations. We also value the focus on student success and the constant desire for continuous learning and knowledge sharing among stakeholders.



## **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.



## **Cultivate a Culture of Innovation:**

We are committed to fostering a culture of innovation in our working environment



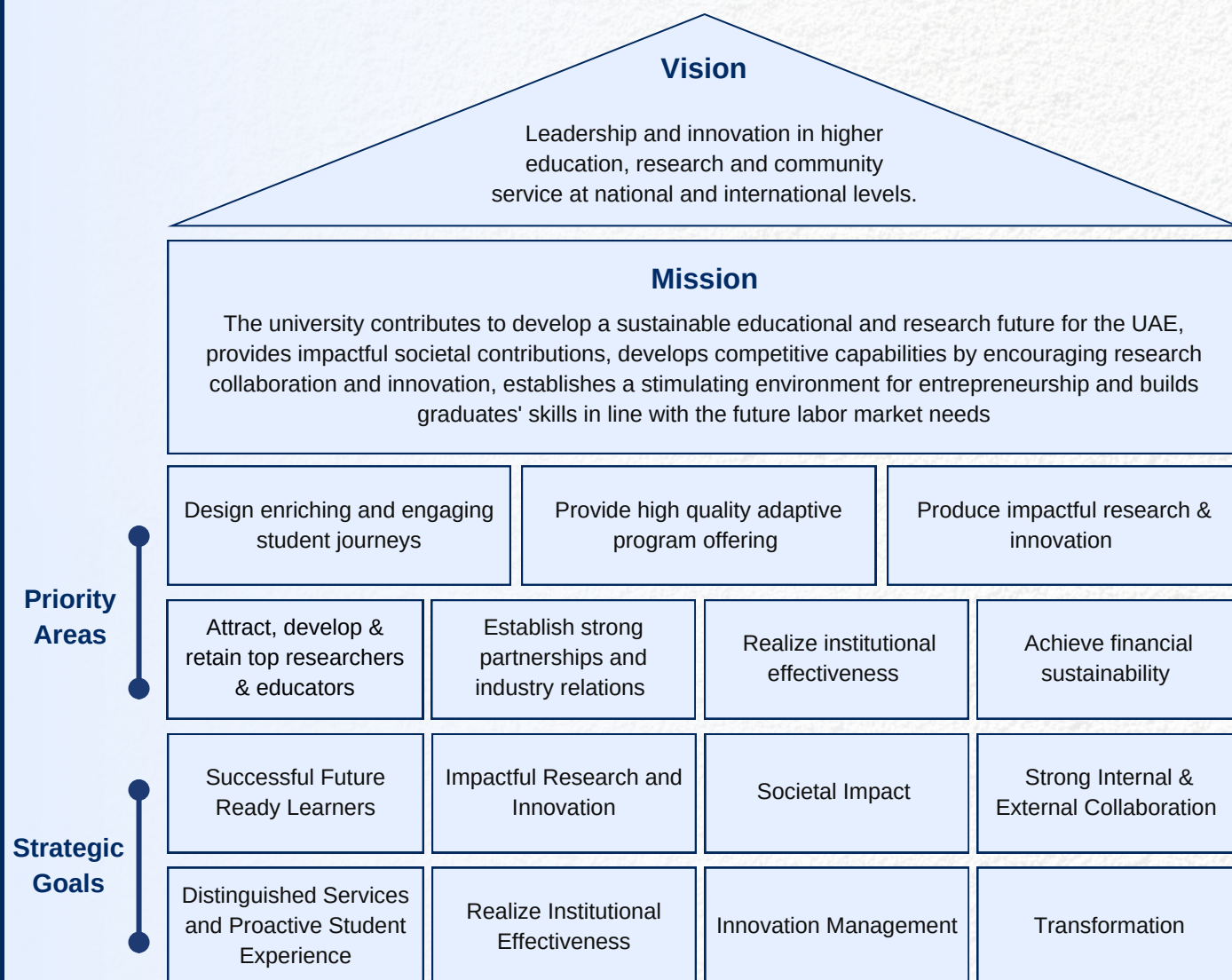
## **Reinforce Competitiveness:**

We are committed to boosting our competitiveness and improving the university's international reputation.



# Our Priority Areas of Action

UAEU's strategy defines how the vision, promises, & excellence goals will be delivered, that is through seven priority areas of action encompassing specific projects that will drive our transformation.



The seven priority action areas are strategically designed to advance UAEU toward becoming an even more competitive, world-class institution. We are committed to supporting students at every stage of their academic journey by offering flexible, personalized programs tailored to diverse learning needs. Our focus on generating impactful interdisciplinary research will be complemented by our dedication to attracting and retaining top-tier faculty and staff. Through these actions, we aim to forge robust partnerships, cultivate a high-performance culture, and ensure that every investment delivers optimal benefits to our students and the community.







# Our vision and mission translate into strategic goals we categorize as:

## 1 Successful Future Ready Learners

Create a proactive educational system that enhances the capabilities of students and prepares them to lead in the future labor market.

## 2 Impactful Research and Innovation

Use the University's research and innovation capabilities to find novel and sustainable solutions to future challenges and promoting the global competitiveness of the University.

## 3 Societal Impact

Strengthen the University's role in society by contributing actively to the goals of sustainable development and providing intelligent leadership for life long learning

## 4 Strong Internal & External Collaboration

Strengthened governance promoting autonomy and accountability, an efficient and effective organization with agile processes, financial sustainability, evidence-based decision making and a performance-based and rewarding work culture

## 5 Distinguished Services and Proactive Student Experience

Ensure that services are proactive and that the student experience is of the highest quality.

## 6 Realize Institutional Effectiveness

Recruit and retain the best talents, provide efficient and effective institutional services and digital infrastructure.

## 7 Innovation Management

Reinforce institutional innovation practices that are based on agility, proactiveness, and readiness.

## 8 Transformation

Develop and manage large-scale transformational projects that significantly boost the country's position at the local and global levels in a variety of sectors of government work.

**UAEU's strategy is for focusing our efforts and positioning us as a world class, competitive research and teaching university. It is aligned with national priorities and global trends, and it addresses current challenges and future aspirations of UAEU.**



# Strategic Performance Indicators

## Measuring our Progress

Throughout our journey, we will track our progress across all strategic goals. Our success is defined by meeting the targets we set for each strategic indicator and by improving our performance in the following areas:



### Student Satisfaction

We will track overall student satisfaction scores to gauge the quality of the academic experience provided and how well we meet student expectations.



### Research and Development

We will measure R&D activity through the number of funded research projects, industry collaborations, and resulting patents, reflecting our drive for innovation and real-world impact.



### Graduate Outcomes

We will monitor graduate employment rates and placements in further study programs as indicators of our responsiveness to the evolving job market and the relevance of our academic offerings.



### University Competitiveness

We will monitor our university's standing in global university rankings as an indicator of our reputation, influence, and competitiveness within the higher education sector.



### Graduation and Attrition Rates

We will analyze student graduation and attrition rates to assess the effectiveness of our learning environment and the support systems in place.



### Lifelong Learning

We will track participation rates in continuing education, professional development courses, and alumni engagement activities to demonstrate our commitment to fostering lifelong learning and skill development.



### Accreditation

We will evaluate the number and status of accreditations awarded by recognized academic and professional bodies as measures of the quality and credibility of our programs.



### Impact Ranking

We will evaluate our performance in global impact rankings, as a measure of our contribution to societal, economic, and environmental goals aligned with the United Nations Sustainable Development Goals.



### Research Productivity

We will measure research output by tracking the number of publications per faculty member, reflecting the intellectual contributions and scholarly activity within our academic community.



### Carbon Emissions

We will monitor our carbon emissions to assess our progress toward the targets outlined in our Climate Action Framework, underscoring our dedication to sustainability and environmental stewardship.



### Research Quality and Impact

We will assess research impact through the number of citations per faculty member and the proportion of publications within the top 10% of citation percentiles, indicating the quality and influence of our research. Additionally, we will assess the tangible outcomes of our research activities by tracking the number of patents granted and startups generated, highlighting the practical innovation and commercialization of our academic work.



The background of the slide is a photograph of several female students in a library. They are wearing hijabs and are gathered around a wooden table, looking at books and papers. The library shelves are filled with books, creating a blurred background. The entire slide content is framed by a dark blue border.

## **STRATEGIC GOAL 1**

# **SUCCESSFUL FUTURE-READY LEARNERS**

**Create a proactive educational system that enhances the capabilities of students and prepares them to lead in the future labor market**



## Project 1.1

### **Promote Dynamic and Human Capital Focused Programs**

Create a comprehensive mechanism for developing and enhancing the academic programs, including multi-disciplinary micro-credentials, by analyzing local and global labor market needs. This will help refine students' advanced skills and improve their employment prospects in diverse fields while incorporating modern educational practices and innovative teaching methods within a proactive framework.

## Project 1.2

### **Graduate Readiness and Employability**

Enhance our students' employability by aligning education with industry needs and national goals. This involves developing specialized professionals for key sectors and supporting a knowledge-based economy through research, entrepreneurship, and career readiness. Key efforts include strengthening our Career Center's role, offering practical training, and building partnerships to expand job opportunities.

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**Our offering will be flexible and personalized, continuously updated based on market data, and delivered through state-of-the-art methods.**







## **STRATEGIC GOAL 2**

# **IMPACTFUL RESEARCH AND INNOVATION**

**Use the University's research and innovation capabilities to find novel and sustainable solutions to future challenges and enhance the global competitiveness of the University**



## Project 2.1

### **Promote Scientific Research, Innovation, and Entrepreneurship in the Areas of National and International Importance**

Create efficient system for managing research and innovation, leveraging the university's infrastructure to establish an entrepreneurship center. Enhance research productivity and impact by fostering collaboration among our faculty, students, and partners to address local and global challenges. Support our entrepreneurs and innovative ideas to build a competitive, knowledge-based economy

## Project 2.2

### **Promote UAEU Competitiveness and Reputation**

Promote our university's reputation locally and globally through effective communications and outreach channels. This includes highlighting achievements in research, education, and employability, building partnerships with leading institutions, and working to improve international rankings to strengthen our country's position in global competitiveness reports

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**We will actively fund and support interdisciplinary research niches that will have high international influence, applied research that can be commercialized, and entrepreneurial ventures.**







## **STRATEGIC GOAL 3**

# **SOCIETAL IMPACT**

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**Strengthen the university's role in society by contributing actively to the goals of sustainable development and providing intelligent leadership for lifelong learning**



### Project 3.1

#### **Lifelong Learning Offering Reinvention and Streamlining**

Boost lifelong learning by aligning with national educational goals and enhancing both the scope and quality of programs. Provide diverse, technology-driven education and training to bridge the skills gap, equipping individuals with the knowledge and experience needed to excel in various fields and contribute effectively to their communities and build a promising future.

### Project 3.2

#### **Foster UAEU SDGs Contribution**

Strengthen UAE University's commitment to global sustainability and the UN Sustainable Development Goals by tackling key issues like food security, water scarcity, and climate action. This will include leveraging research, knowledge dissemination, and community engagement to address these challenges. encourages university stakeholders and partners to develop innovative solutions and participate in impactful activities across various areas.

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**We will widen participation and lifelong learning opportunities, meet the needs of society, promote social cohesion, and drive social change with global resonance.**





## **STRATEGIC GOAL 4**

# **STRONG INTERNAL & EXTERNAL COLLABORATION**

**Build and foster national and international partnerships that contribute to the promotion of the university's reputation and its global standing**



## Project 4.1

### Elevate Advancement through Partnerships

Improve partnership mechanisms by facilitating the exchange of best practices across different areas to elevate organizational performance. It also supports faculty in developing key connections with leading universities and institutions, aiming to establish impactful collaborations with both public and private sectors for mutual growth and advancement.

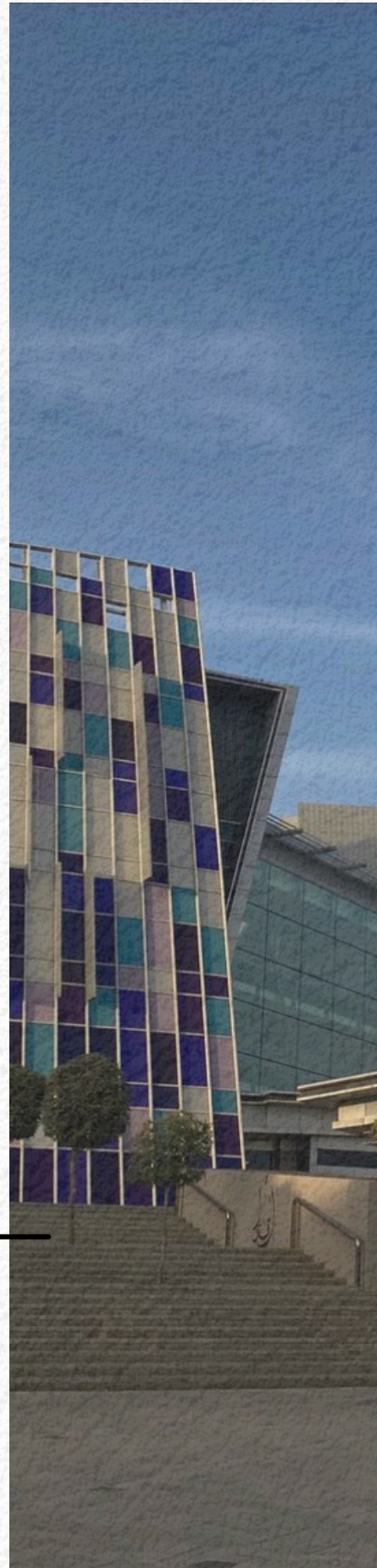
## Project 4.2

### Alumni Engagement Reset

Enhance our alumni engagement by consistently improving service quality, actively tracking alumni connections, and involving them in various activities. Encourage their diverse contributions to the university.

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**We will focus our efforts on high-quality international and national partnerships, which will support our priorities and maintain close connections with our highly valued community of alumni around the world.**







## **STRATEGIC GOAL 5**

# **DISTINGUISHED SERVICES AND PROACTIVE STUDENT EXPERIENCE**

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**Ensure that services are proactive  
and that the student experience is  
of the highest quality**



### Project 5.1

#### **Enhancing Services Efficiency and Effectiveness through Automation**

Transform our university services to better serve our community. By leveraging cutting-edge technology, we streamline processes, elevate service quality, and boost stakeholder satisfaction. Embrace smart automation to achieve greater efficiency and responsiveness, delivering a seamless and impactful experience in today's dynamic digital landscape

### Project 5.2

#### **Enrich the student experience and university life**

Enhance the student experience by enriching every step of their journey. This will include streamlining enrollment, boosting engagement, and supporting academic success through community events, effective advising, and diverse extracurriculars. Our goal is to foster a vibrant university environment that promotes student progress and excellence.

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**We will care for students from before they know about UAEU, until they become engaged alumni, and we will open our doors to all learners in our community and beyond.**







## **STRATEGIC GOAL 6**

# **REALIZE INSTITUTIONAL EFFECTIVENESS**

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**Recruit and retain the best talents,  
provide efficient and effective  
institutional services and digital  
infrastructure**



### **Project 6.1**

#### **Efficient and Effective Management of the Financial Resources**

Enhance financial management by diversifying funding sources, optimizing the financial planning process, and applying best practices to improve cost rationalization and expenditure efficiency.

### **Project 6.2**

#### **Procurement Management According to International Best Practices**

Automate and streamline procurement and contracting processes while ensuring the optimal utilization of university resources, including returned and surplus materials. Additionally, ensure alignment with government requirements to support the increased involvement of small and medium-sized enterprises (SMEs) in university procurement.

### **Project 6.3**

#### **Application of Best Practices in Human Resource Management**

Implement best practices in human resource management to develop and empower human capital in line with the university's growth strategy. This involves creating a positive, motivating work environment that supports employee success and empowerment. Additionally, focus on building a strong workforce of faculty members in research and academic, enabling them to excel in both academic and research performance.





### **Project 6.4**

#### **Ensuring the Application of Quality Standards and Institutional Excellence**

Enhance the culture of institutional excellence within the university by developing processes and systems in line with global quality standards, in coordination with relevant authorities. Additionally, update the quality assurance framework and establish standards of excellence in service management.

### **Project 6.5**

#### **Ensure Effective Internal and External Communication**

Highlight the university's institutional identity, enhance its global reputation, and showcase its distinguished academic role through effective internal and external communication. This involves adopting best practices in communication management, sharing information about the university's activities, events, and achievements, and engaging with media outlets, government entities, and community institutions.

### **Project 6.6**

#### **Implementation of International Best Practices in Leadership**

Ensure that the university's leadership is equipped with the skills, knowledge, and understanding needed to guide it effectively through various variables with flexibility and a contemporary approach. Apply these practices at all levels to enhance and expedite the decision-making process, enabling the flexible implementation of the UAEU strategy.





### Project 6.7

#### Strategic Plan Development and Performance Measurement

Achieve effective management and monitoring of the strategic planning process, performance tracking, and the adoption of best practices for project monitoring, implementation, and impact assessment. Additionally, raise awareness of the plan's content and objectives in collaboration with relevant stakeholders and develop an institutional framework for risk management to ensure successful strategy implementation.

### Project 6.8

#### Provide Best Legal Services

Support various university departments and units by providing appropriate legal solutions and consultations to manage their operations and activities with high efficiency.

### Project 6.9

#### Provide Up-to-Date IT Services

Provide the latest information technology services supported by an integrated infrastructure, modern applications, and user support services to ensure that digital services effectively serve the UAEU community.

### Project 6.10

#### Provide Common Services for all Organizational Units with High Efficiency

Provide distinguished services to meet the needs of the university community in facilities and general services, aiming to effectively contribute to a sustainable environment within campus facilities

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**We will foster a performance-driven culture supported by robust and enduring governance and organizational structures, while also diversifying our funding sources beyond government income. Every resource allocated will be maximized through careful financial management practices, ensuring optimal value and sustainable growth.**







## STRATEGIC GOAL 7

### INNOVATION MANAGEMENT

**Reinforce institutional innovation practices that are based on agility, proactiveness, and readiness.**



### Project 7.1

#### Management of Institutional Innovation Practices

Fostering a culture of innovation at our university by implementing a cohesive system of policies, strategies, and tools, we aim to enhance collaboration, address challenges, and drive creative solutions.

### Project 7.2

#### Future Foresight

Build and enhance our strategic foresight capabilities, deepening our understanding of variables in higher education and related industries. This will involve identifying key long-term issues, challenges, and opportunities for the university to leverage.

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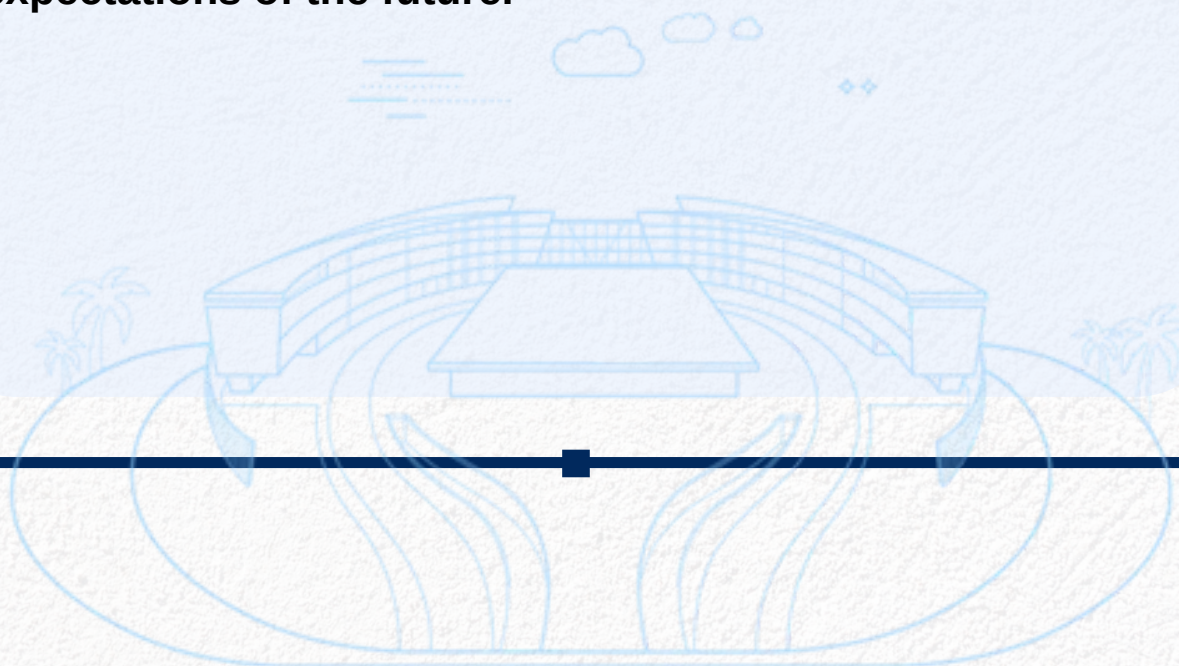
**We are committed to fostering a culture of innovation by ensuring creative problem-solving, interdisciplinary collaboration, and embracing new technologies. We will leverage future foresight practices to ensure that we stay ahead of emerging trends and address future challenges effectively.**





## Closing Note

**This strategy document is the beginning of our transformation. Successful implementation of this strategy should ensure that UAEU innovates in this age of rapid change. UAEU shall become an open hub for everyone in our community and beyond, providing excellent learning opportunities, and producing impactful research for UAE and the world. As we progress, we look forward to hear from all our constituents and student body to ensure that UAEU not only meets, but also exceeds the expectations of the future.**







United Arab Emirates University

P.O. Box 15551

Al Ain, Abu Dhabi

United Arab Emirates

Tel: +971-3-7673333

[www.uaeu.ac.ae](http://www.uaeu.ac.ae)

