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STRATEGY



جامعة الشارقة
UNIVERSITY OF SHARJAH

LIVE IT | FEEL IT | SHARJAH | SPIRIT

OUR PRIORITIES:
OUR STUDENTS,
INNOVATIVE WORLD CLASS
TEACHING, LEARNING & RESEARCH





Contents

President's Message	06
Chancellor's Foreword	07
UOS at a Glance	08
Vision	10
Mission	10
Strategic Goals	11
Core Values	11
Executive Summary	12
Special Projects & Initiatives	17
Balance Scorecard Strategy Map	18
Building the Strategy	22
Goal 1 Student Experience	24
Goal 2 People	28
Goal 3 Innovation	34
Goal 4 Research	42
Goal 5 Industry and Community	46
Goal 6 Teaching and Learning	50
Strategy Roadmap	54

Our **SPiRiT** defines what we are and what we will become



President's Message

His Highness Sheikh
Dr. Sultan Bin Mohammad
Al Qasimi
Member of the Supreme Council,
Ruler of Sharjah and President of
the University of Sharjah

The University of Sharjah administration stand out for their commitment to achieving the University's vision and mission of being a world-class teaching, learning and research institution. It aims to prepare our youth with the necessary integrated knowledge and skills to build a robust and cohesive society based upon the values of equality, justice and sustainable development; principles that are inherent to our country's cultural, social and national heritage. Accordingly, the University of Sharjah focuses on helping students overcome academic and social obstacles that might prevent them from realizing their success and the success sought by the University in strengthening the capabilities of youth – now and into the future.

In 1997, the University of Sharjah embarked upon the ambitious mission of providing a unique, inspirational, creative and supportive environment for higher education. Today, we are proudly the UAE's largest university with over 15,300 students enrolled. The network of global partnerships the University has steadily established and fostered over the years have led to a unique and inspiring learning environment for cutting-edge innovation, knowledge acquisition, and the sharpening of minds. From the

Wishing you all success,

Sultan Bin Mohammed Al Qasimi,
Ruler of Sharjah and President of the University of Sharjah

training of government sector employees, to supporting leadership qualification programs, the University continues to affirm its position as a world-class provider of higher education, introducing new specializations and best practices across its academic departments.

As the University of Sharjah forges on into an increasingly global era, it strives for continual progress and development, which requires visionary planning, determination and will. The University seeks to serve the current and future needs of our community and beyond by offering innovative academic and professional programs designed for today's diverse and dynamic modern world.

As such, the **University of Sharjah 2019-2024 Strategy** comes at a defining period in the life of the University. It sets forth the next chapter in its continued growth and development. It is designed to build upon past achievements and take the University of Sharjah to an even higher level of excellence as we strive to build a world-class institution that is recognised on a global scale.



Chancellor's Foreword

Professor
Hamid M. K. Al Naimiy
Chancellor of the University of
Sharjah

We are all witness to the Fourth Industrial Revolution. This new environment is characterized by a technological fusion integrating physical, digital, and biological resources. This is evident by emerging technology in a variety of fields. As a result, new highly transformed industries and professions are on the rise. Given the accessibility of open educational resources and company-driven educational opportunities, the highly directed, narrow-focused, institutionalized learning, common in higher education is outdated.

A growing range of opportunities and challenges impact higher education. New technological advances, rising costs, global competition for quality students and faculty, global educational shifts in learning models and expansive informational and educational access, are evident. As such a compelling need for the transformation of higher education has arisen.

Students exhibit new and changing needs, attitudes, preferences and expectations. These traits support the need for a fresh, new and innovative approach for the University of Sharjah. Our strategic approach influences our direction and how we emerge as a global research and educational institution. To guide this journey, we rely on our collective purpose to nurture and build upon the hopes and dreams of our students, educate minds, drive progress and impact life in the UAE and beyond.

The strategic plan has been developed within the context of future educational models, in higher education, emergent challenges, responsible stewardship of resources, commitment to the development of the community and our dedication to expanding the excellence of the University. New, open and flexible educational models for higher education are relevant and can match the challenges of today.

Working with a renewed commitment to our strategic goals, we will transform the University of Sharjah into a beacon of hopes and dreams, serving as a source of advanced knowledge and contributing to the forward development of the community. Through a more flexible educational model that can be used to meet the demands of the dynamically changing jobs of the future, the learning approach will incorporate various modes of learning (from formal learning environments to informal, workplace, blended or remote learning models) to meet job requirements, while addressing the work-life balance.

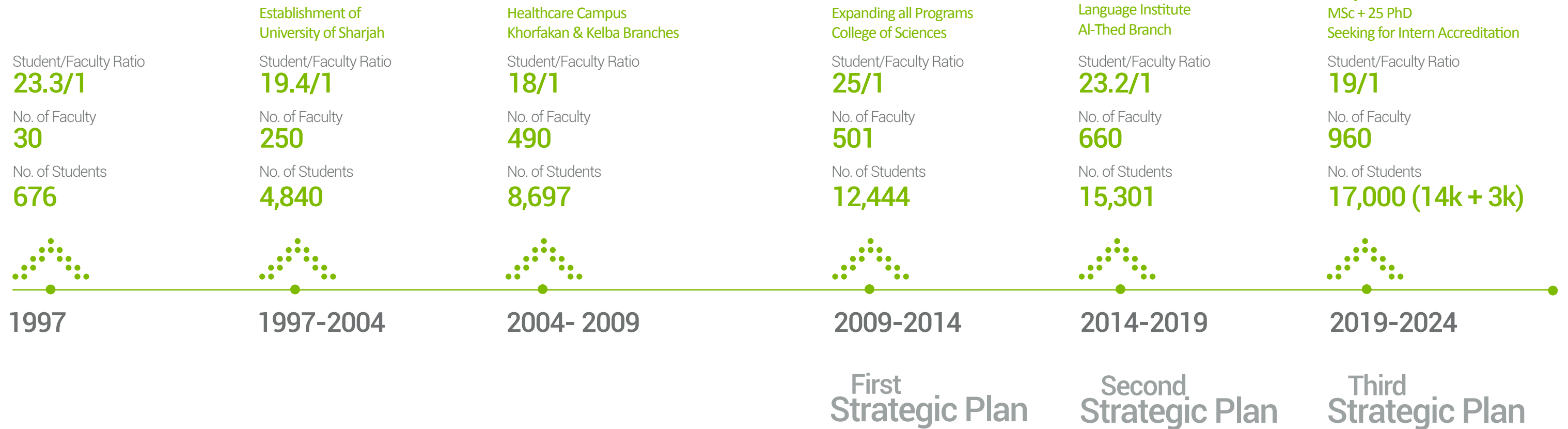
It is our responsibility as educators, to recognize and accept the obligation to change ourselves in order to address new challenges and support future development. Guided by the vision, wisdom and support of His Highness, Ruler of Sharjah, the University's mission and the shared commitment of our faculty, staff and students, a new level of excellence will be reached.

University of Sharjah at a Glance

The University of Sharjah is the largest university in the UAE. It is currently ranked first among the top four universities in the UAE (QS and TIME Ranking) and first according to the Green Metric Ranking. In total, 15,300 students are enrolled, including 1,700 postgraduate students from approximately 100 different countries. By the year 2023/2024, there is expected to be an estimated 75 graduate programs, which will support the goals for attaining international accreditation. In 2018, the reported total research income for three years was 43 million AED. The University is supported by a host of outstanding well-known researchers and faculty in a variety of disciplines and maintains a robust infrastructure to support research and development with state-of-the-art core research platforms, which have supported a significant number of patents/products and quality research output. The University maintains global partnerships with elite educational centers and industries to support further research and development.

The University of Sharjah 2019 - 2024 Strategy represents a significant five year transformational vision to focus, enhance and enrich student services, educational experiences and facilities. During this transformational period, the University will continue to deliver reputable and comprehensive teaching, learning and research across each of its academic programs that focus on bringing quality services to the community and contributing to the overall well-being of society. The driving force of our future is building on the success of our past.

Timeline



VISION

The **University of Sharjah** is an innovative world-class teaching, learning and research institution providing a distinctive, inspirational, creative and supportive environment.

Mission

The University of Sharjah is committed to providing a world-class educational experience that prepares lifelong learners and leaders with integrated knowledge and skills. We are passionate about building a collaborative and sustainable environment that cultivates twenty-first century skills and fosters pioneering research and scholarship. We seek to serve the current and future needs of our local community and beyond by offering innovative academic and professional programs.

Core Values

The University of Sharjah is united by six core values that underpin our daily actions as students, staff, faculty, administrators and alumni. They are as follows:

Integrity and Ethics: Ethical standards at the University of Sharjah are founded on ethical and civic responsibility in accordance with progressive Arab and Islamic ideals.

Dedication: Dedication to providing students with knowledge and support, so they are fully prepared to be the leaders of the future.

Inclusiveness: We welcome and value each other and embrace the diversity of ideas and people.

Excellence with limitless Drive: For quality enhancement and continuance improvement.

Accountability and Transparency: We pride ourselves on our responsibility, and transparency in our actions, providing a fair and positive work environment.

Innovation and Creativity: We work without bounds to improve lives through creativity and innovation in the pursuit of academic excellence.

Strategic Goals

The strategic goals are the building blocks of change based on the Vision and Mission of the University of Sharjah. These goals capture the essence of the Vision through understanding the elemental drivers of the University.



What drives the University of Sharjah is its SPIRIT

The strategic objectives provide the foundational context to each of the strategic goals, helping to understand what will drive excellence at the University and ensure the University of Sharjah 2019 – 2024 Strategy is realized.

Executive Summary



To improve the student learning experience the University of Sharjah has developed an innovative and focused plan to enhance and enrich student services and facilities. As part of this strategic focus, the University aims to ensure that all new and existing services support a quality centered learning experience. To meet student residential and social needs, to provide effective student support services and to promote the students' personal development and ultimately their employability, the University has identified the following priority objectives:

- S1 Make the University of Sharjah campus more welcoming and supportive for all, focusing on the wellbeing of our students.
- S2 Enhance programs, services and facilities for people of determination.
- S3 Enhance student advisory and support for academic achievement.
- S4 Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.
- S5 Enhance facilities and services at our branches.



At the University of Sharjah, we are passionate about our people and fostering a culture of collaboration, happiness, and productivity. To support the development of this type of organizational culture, we strive to achieve several human resource priorities:

- P1 Recruit, develop, retain talented faculty and professional staff.
- P2 Empower faculty and professional staff through professional development.
- P3 Develop the Emiratization program.
- P4 Enhance employee wellbeing, safety and healthcare.
- P5 Develop an environment of service excellence.



As an institution of higher education, we are committed to providing a collaborative, innovative and sustainable learning environment. As the curators of this educational environment, we strive to cultivate the twenty-first century skills needed to meet current and changing demands for employability and cultural advancement. We will serve our local and global communities through effective strategic partnerships and efficient governance, fully enabling academic and professional programs, by implementing the following objectives:

- I1 Build an agile governance and operating model with the aim of establishing a robust and efficient operations platform on which to grow.
- I2 Unify and integrate IT systems to serve education, research and operation activities.
- I3 Establish a financially sustainable institution with diverse sources of income.
- I4 Efficiently manage resources to establish a sustainable financial base and examine the distribution of resources across programs.
- I5 Improve the University of Sharjah branding and internationalization.
- I6 Develop an environmentally sustainable campus.



The University of Sharjah is committed to providing a world-class educational experience that prepares lifelong learners and leaders with integrated knowledge and skills.

البحث العلمي
Research

R 48

The University of Sharjah acknowledges the critical role of scientific research towards reputation, development and advancement. Our commitment to continued research efforts serves to address the emerging challenges of our times. As an institution of advanced learning, we remain focused on providing innovative world-class teaching, learning and research environments to support new insights and greater understanding of critical issues. With a developing interest and focus on technology transfer, we support an increased effort and commitment to enhancing quality scientific research and discovery, through the following priority objectives:

- R1** Support research management and dissemination.
- R2** Support and reward researchers, while engaging students.
- R3** Establish sustainable dynamic priority research areas in service of the community.
- R4** Expand and equip state-of-the-art research facilities.

الصناعة و المجتمع
Industry & Community

I 32

With the aim to develop and sharpen minds, higher education supports human advancement in industry and within the community. This contribution is further enhanced through the University of Sharjah's strong partnerships and support for innovation. The University acknowledges its role in supporting community development and service toward raising awareness and resolving issues of concern in the community. We are committed to providing a distinctive and supportive campus and building innovative strategic partnerships, which directly contribute to the wellbeing of our community and society on both a local and global scale, as demonstrated by the objectives listed below:

- IC1** Communicate more effectively with society to increase local, regional and international relations in a bid to foster research and innovation through greater collaboration.
- IC2** Establish a philanthropy and endowment program.
- IC3** Increase alumni involvement in fundraising and networking.
- IC4** Provide professional development, continuing education and consultancy services for industries, the community and society.

التعليم و التعلم
Teaching & Learning

T 36

Given the need for the transformation of higher education to address the range of opportunities and challenges, the University of Sharjah is committed to providing a collaborative, innovative and sustainable learning environment that cultivates twenty-first century skills amongst its students. These challenges support the need for a new and innovative approach. Our objectives will serve our local and global communities' current and future needs, by offering innovative academic and professional programs:

- T1** Enhance our teaching and learning environment by incorporating leading edge technology.
- T2** Develop and support innovative teaching methodologies and course design and delivery.
- T3** Review, develop and accredit academic programs to meet the 21st century job market.
- T4** Strengthen the pedagogical knowledge and skills of faculty members.



The University of Sharjah seeks to serve the current and future needs of our community and beyond by offering innovative academic and professional programs designed for today's diverse and dynamic modern world.

His Highness Sheikh Dr. Sultan Bin Mohammad Al Qasimi,
Member of the Supreme Council, Ruler of Sharjah and President of the University of Sharjah

Special Projects and Initiatives

Sharjah Academy for Astronomy, Space Sciences and Technology

The academy will establish itself as a premier research and educational institution specializing in astronomy, space science and technology. Providing valuable resources for the UAE, and beyond. The academy will become the primary source of reference for astronomers and scientists globally.

International Center for Theoretical Physics (ICTP)

The Regional Center for Physics, Mathematics, and Computerization will be established as a branch of ICTP and will be based at the University of Sharjah. It will be a research center for physics and mathematics, working within the framework of the Cooperation Agreement between the Italian Government, the United Nations Educational, Scientific and Cultural Organization (UNESCO), and the Atomic Energy Commission.

College of Computing and Informatics

The College of Computing and Informatics will move forward in the direction of modern trends in computing and technological innovations. The achievement of scientific and academic goals through the integration of educational programs will be its primary focus. The college will bridge the gap between academic progress and practical applications, through exploring data analytics, big data, blockchain and artificial intelligence. In doing so it will enhance the experience of students by employing modern computing to solve theoretical and practical problems.

Sharjah Oasis in Research, Technology and Innovation

Sharjah Oasis Technology and Innovation (SOTI), a free zone authority, will operate under the University of Sharjah. This critical project will revolutionize the environment of innovation, creativity and scientific pursuits within the Emirate. The goal of SOTI is to create a generation of Emirati researchers, who will lead the nation's development in several fields including science, technology and artificial intelligence.

Khorfakkan University

As a strategic priority, the University of Sharjah will prioritize the development of Khorfakkan University into a self-governing and self-supporting institution, which will provide valuable educational resources and experiences to the Khorfakkan community.

Professional Development for Government of Sharjah Employees

The strategic plan for training Government of Sharjah employees over a five-year period includes training 5,275 employees and conducting 150 professional diploma programs. Utilizing the University of Sharjah's educational resources to enhance learning and professional development amongst government employees will foster a greater sense of alliance and shared goals between the University and the community at large.

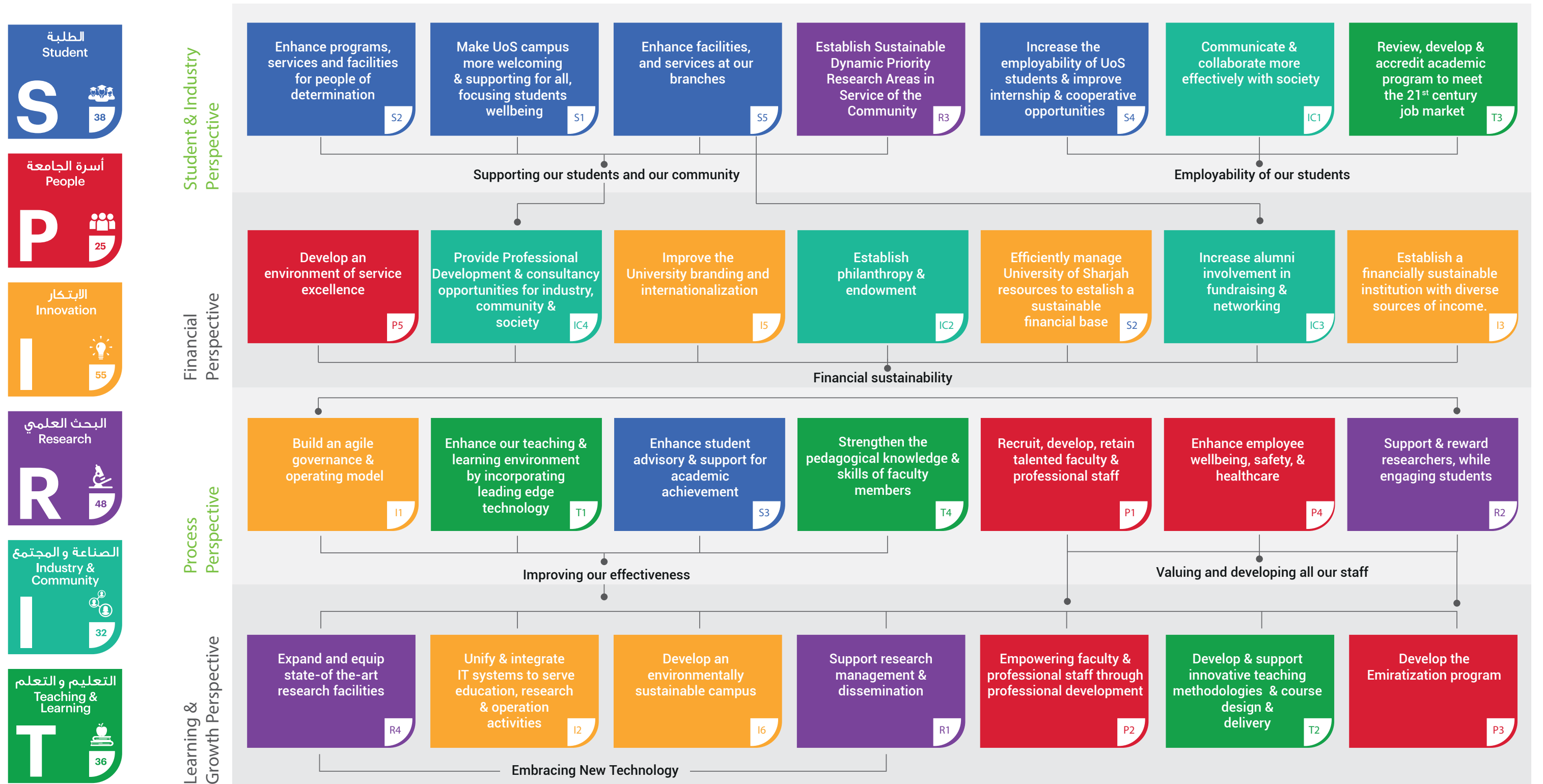
Emirati Scientists, Researchers and Educators

Vital to our efforts will be the focus on nurturing and developing a cohort of talented Emirati scientists, researchers and educators to lead the University of Sharjah in the upcoming years.

University of Sharjah 2019-2024 Balance Scorecard Strategy Map

The **Balance Scorecard Strategy Map** represents a visual representation of the relationships between the 2019 – 2024 strategic objectives.

The University of Sharjah is committed to providing a world-class educational experience that prepares lifelong learners and leaders with integrated knowledge and skills. We are passionate about building a collaborative and sustainable environment that cultivates twenty-first century skills, and fosters pioneering, research and scholarship. We seek to serve the current and future needs of our local community and beyond by offering innovative academic and professional programs.



The Drive For Our Future
Is Building On The
Success Of Our Past



Building the Strategy

The leadership of the University of Sharjah reaffirms the continued development and progress of the University, with a focus on the need to support the next generation towards building a strong community. A community based on the principles and values of equality, justice, fraternity, tolerance, happiness, participatory and sustainable development inherent in the UAE. Working towards this development and progress requires perseverance, patience and diligence.



Our strategy is bold and challenging and represents a long-term perspective. The transformational change, and implementation of the individual initiatives, which will support change, will not happen all at once. The University will make improvements at different stages in a number of areas of priority, with an aim to reach new levels of excellence.

The Strategy was developed collaboratively with a view to engage the entire University of Sharjah community. As such the approach to the development of this strategy was distinctive in a number of ways:

Strategic goals will be achieved through our objectives; in turn, the objectives will be achieved through initiatives and strategic action plans. The performance of the strategy will be measured through a number of key performance indicators and operational indicators.

A comprehensive environmental assessment was completed to evaluate the existing strategy and identify future opportunities and challenges. The results of the assessment produced seven strategic focus themes.

Strategic Champions were appointed to develop, facilitate, coordinate and champion the Strategic Goals.

Strategic workshops were held at all colleges and directorates throughout the University with the aim to provide an overview of the strategic themes and in turn developing actionable strategic objectives and initiatives.

Over 200 initiatives were submitted to the strategy office, from all colleges and directorates. Each initiative was rationalized, prioritized and reviewed. These priority initiatives form the core of this strategy.

Our Board of Trustees, all employees, college advisory board members, and primary partner organizations of the University were given the opportunity to provide feedback on the strategic vision, mission, goals and objectives. The student council was fully engaged and consulted in the development of the strategy. The results of the feedback helped craft the development of the strategy.

Goal One Student Experience



The primary focus of the Vision and Mission of the University of Sharjah is to develop lifelong learners and leaders. This approach is delivered through the student learning experience and engagement throughout the student journey. These experiences encompass not only academic learning, but also interactions with staff, on-campus functions, library, advisory, career counseling, and other aspects of the student journey from the first inquiry to graduation and alumni engagements. The University strives to build a strong reputation for providing the highest quality student experience, which is rooted in the authentic and aesthetic appeal of the learning environment.

To improve the student learning experience, the University of Sharjah has developed an innovative and focused plan to enhance and enrich student services and facilities. As part of this strategic focus, the University aims to ensure that all new and existing services support a quality student-centered learning experience, meet student residential and social needs, provide effective student support services and promote personal development and ultimately employability.

1.1 Make the University of Sharjah campus more welcoming and supportive for all, with a focus on student wellbeing.

1.1.1 Improve the students experience on campus

The student campus experience is a critical part of the strategic goals. Students are encouraged to spend more time on campus so that they may fully immerse themselves in the learning environment as well as extracurricular activities. The University of Sharjah is focused on improving its reputation ranking and student satisfaction, which will attract future quality students. In addition, improvements to interior areas of student facilities will include the following areas:

- Improve the dormitories experience.
- Improve the sport facilities for the students.
- Improve the dining halls for the students.
- The student hub project (renovation of the registration and admission building).

Make the University of Sharjah campus more welcoming and supportive for all, with a focus on student wellbeing.

Key Performance Indicators:	Value Proposition
% Student satisfaction.	Important improvements related to supporting an enhanced student experience.
% Utilization of facilities.	
% Student enrolment growth.	

1.2 Enhance programs, services and facilities for people with determination.

1.2.1 Improve the interior and exterior physical environment on campus

Efforts to enhance the on-campus experience for people of determination require attention to improving freedom of access for all students at a minimum. This includes the following objectives:

- Create tactile paths around campus.
- Create a complete wayfinding system, including digital and physical signage.
- Improve the existing systems to support the people of determination.

Enhance programs, services and facilities for people of determination.

Key Performance Indicators:	Value Proposition
% Student satisfaction (people of determination).	Important improvements related directly to the experience of people of determination, through physical facility developments.
% Utilization of facilities (people of determination).	
% Student enrolment (people of determination).	

1.3 Enhance student advisory and support for academic achievement.

1.3.1 Student support and service centers (Student Success Center):

As an essential student support service, the Student Success Center (SSC) will provide professional academic support to students. The student success center will help students define and achieve their individual academic goals, contributing to achieving maximum success. To accomplish these goals, the center will provide student advisory, counseling, group workshops, online courses, peer-to-peer assistance, and specialized programming year-round, which is available to all students in all colleges and at all levels of achievement and study. Given the benefits of full engagement in the learning community, the center will serve as an academic and social hub where students can meet and engage in activities designed to guide and develop students through various aspects of academic life on campus.

Enhance student advisory and support for academic achievement.

Key Performance Indicators:	Value Proposition
% Reduction in the number of students under academic probation.	High priority new services related directly to supporting students at risk of failure, or students requiring additional support.
% ontime student graduation.	
Average number of students advising sessions.	
% Reduction of student academic drop out.	
% Student satisfaction with Student Success Center.	
% Utilization of facilities of Student Success Center.	

1.4 Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.

1.4.1 Career Success Center

The establishment of the Career Success Center (CSC) will provide comprehensive student support for career development. The University of Sharjah strives to ensure the maximum employability of students by providing the ability for students to pursue meaningful experiential learning and transition to employment opportunities. With an emphasis on industry collaboration, the Career Success Center will provide prospects for collaboration with corporations, faculty, students, and alumni to develop outreach strategies to cultivate relationships and contribute to the national agenda of Emiratization. The CSC will schedule career related workshops on an ongoing basis, targeting the various levels of students and alumni. The center will include four main functions: internship, on-campus employment, career advising, and international internship exchange.

Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.

Key Performance Indicators:	Value Proposition
% Employability (whithin 12 months of graduation.	Important services directed at supporting students' employability potential.
% Utilization of career success center.	
% Student satisfaction with career success center.	

1.5 Enhance facilities and services at our branches.

Supporting the ongoing development of the University of Sharjah branch facilities remains a critical function of operations. Establishing recreational facilities and sports complexes in Kalba and Al-Zaid branches, student centers in the Khorfakkan and Kalba branches and enhancing the catering facilities at all the University of Sharjah branches to be attractive and integrated will be a priority in the coming years.

Enhance facilities and services at our branches.

Key Performance Indicators:	Value Proposition
% Student satisfaction (Branches).	Important improvements related directly to the student experience at branches through physical facility developments.
% Utilization of branches recreational facilities and sports complexes.	
% Student enrolment (Branches).	





One of the key goals at the University of Sharjah is to cultivate, recruit, develop and retain outstanding teaching faculty to create a team of professionals with competencies that can support the delivery of an exceptional learning experience for our students. Thus, the University will launch several initiatives that will be reinforced by the critical strategic goal of attracting and retaining high-quality faculty and administrative staff. Vital to this effort will be the focus on nurturing and developing a cohort of talented Emirati scientists, researchers, and educators to lead the University in the upcoming years. The University of Sharjah will also invest in a new Institute of Leadership in Higher Education to ensure that faculty are well prepared to deliver an excellent teaching experience that is in-line with the high standards expected of the University.

2.1 Recruit, develop, retain talented faculty and professional staff.

2.1.1 Human Resources transformation

Through a University of Sharjah talent management program, we will help employees build their career paths, enhance employee knowledge and skills, align daily tasks with actual job descriptions, introduce succession planning and implement a contemporary performance appraisal system, which will include employee development, engagement, performance and succession planning. Through a Human Resources Transformation program, the University's HR team will uplift the skills, competencies and tools used to enable the University to provide an effective and seamless employee management experience.

We will implement a University Employee Experience Journey which will incorporate five main phases:

- **Recruiting:** Deploying contemporary talent recruiting methodologies and toolsets to ensure the recruiting process is effective, efficient and transparent.
- **Onboarding:** Through orientation workshops and follow-up surveys.
- **Initial development:** Ensuring that institutional knowledge, policies and processes are passed on quickly to enable new starters productivity.
- **Ongoing development/retention:** Through talent management and development programs to ensure our faculty and professional staff are best appraised and equipped to do their jobs well.
- **Offboarding:** Through effective exit interviews and follow-up surveys to ensure that feedback on resignations is captured and acted upon.

Recruit, develop, retain talented faculty and professional staff.

Key Performance Indicators:	Value Proposition
% Employee retention.	Important transformation of the Human Resources Department within University of Sharjah, with an aim to effectively and efficiently recruit, develop and retain talented faculty and professional staff.
% Employees completing probationary period.	
% Time to fill.	
% Vacancies outstanding.	
% Satisfaction of new joiners.	

2.2 Empower faculty and professional staff through professional development.

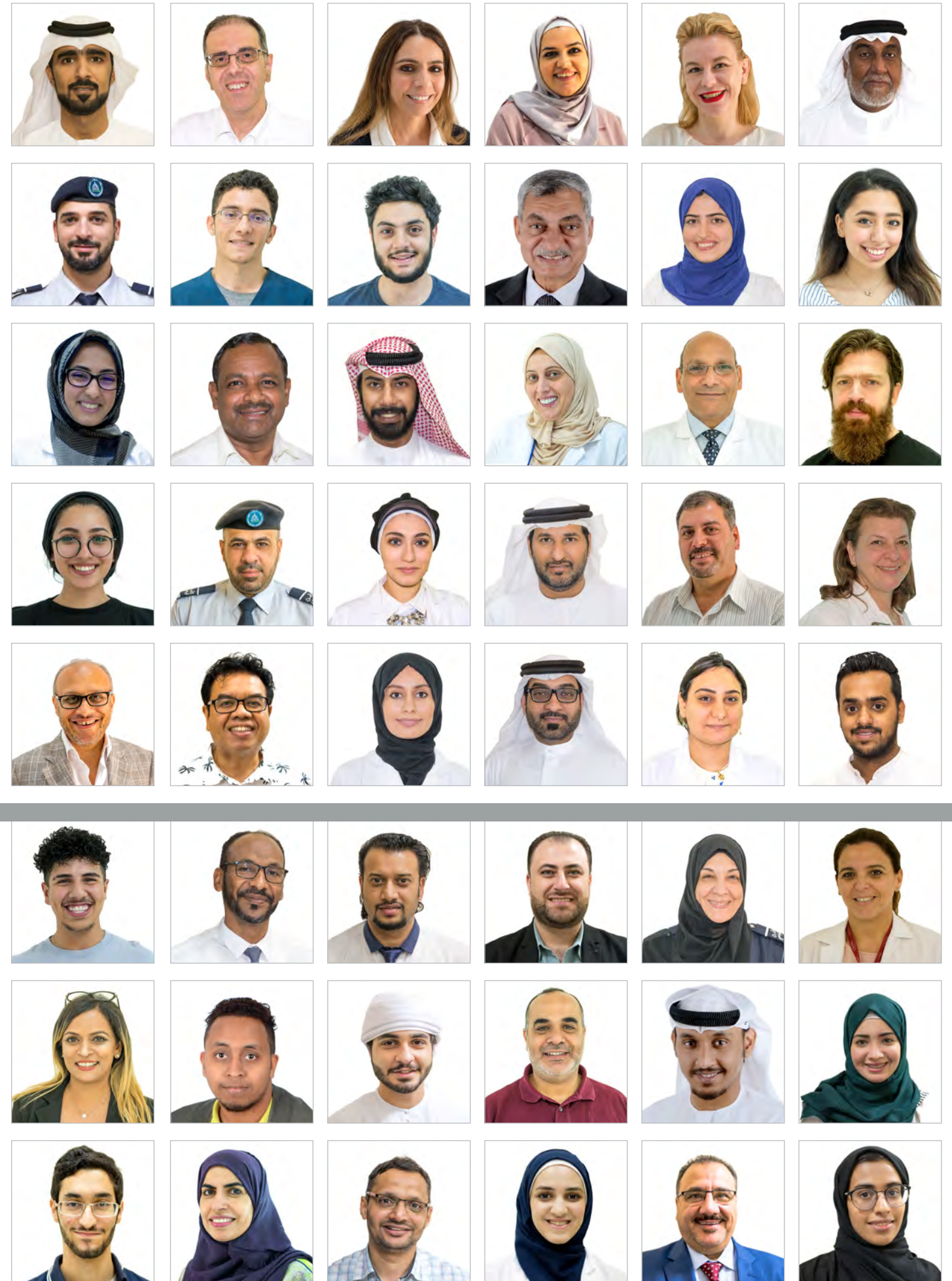
2.2.1 Faculty and professional staff development

Professional development programs will ensure that faculty and professional staff are provided with training, aligned to the development of defined competencies and skills necessary to deliver their work, and in doing so enhancing their career development. Faculty teaching learning, and research development needs will be delivered mainly through the University of Sharjah's Institute of Leadership in Higher Education; however, training in soft skills, administrative and general capabilities will be addressed through the establishment of professional development programs for faculty and professional staff.

Empower faculty and professional staff through professional development.

Key Performance Indicators:	Value Proposition
# Average hours of professional development (each year).	Essential staff development program, aimed towards providing faculty and staff systematic, regular and periodic training.
% Employee satisfaction.	

Sharjah Spirit



2.3 Develop the Emiratization Program.

An essential objective for the University of Sharjah is to enhance our Emiratization program in order to provide an appropriate prioritized career pathway for UAE citizens, developing their skills and preparing them for future opportunities within the University and the broader workforce.

2.3.1 Emirati graduate program

The University of Sharjah also aims to enhance the skills and productivity of the UAE workforce, focusing on recruiting Emirati graduates and developing their skills within the work environment. This will be achieved through a graduate program, in which new Emirati staff will be able to work on rotation through administrative units, enhancing their skills through practical and challenging work opportunities. This program will enable the University to attract and recruit Emiratis for future management positions, by focusing on their career path development and by providing them with the necessary skills and knowledge to succeed as active leaders.

2.3.2 Emirati scientists, scholars, researchers and educators

Vital to our efforts will be the focus on nurturing and developing a cohort of talented Emirati scientists, scholars, researchers, and educators to lead the University of Sharjah in the upcoming years. This will be achieved by identifying promising students and early career academics for targeted development and mentoring opportunities from within the University, our partner universities and institutes worldwide.

Develop the Emiratization Program.

Key Performance Indicators:	Value Proposition
% Emiratization.	Important and essential development program, aimed towards providing support mechanisms specifically for UAE National faculty and staff, in the areas of recruitment, development and retention.
% Emirati retention.	
% Emirati scientists, scholars, researchers and educators.	
% Employee satisfaction (UAE Nationals).	

2.4 Enhance employee wellbeing, safety and healthcare.

Ensuring all University of Sharjah employees work in an environment where their wellbeing, workplace safety and healthcare needs are achieved is paramount to the University. Wellness, workplace safety and employee healthcare promote positive workforce engagement, delivering productivity and employee satisfaction, resulting in an efficient and productive work environment. In parallel, access to affordable quality healthcare for all University's employees and their families is a priority.

Enhance employee wellbeing, safety, and healthcare.

Key Performance Indicators:	Value Proposition
# Work related accidents.	Important and effective development of services related to the wellbeing and safety of all University of Sharjah employees.
% Reduction in sickness leave.	
% Employees with health insurance coverage.	
% Employee satisfaction.	

2.5 Develop an environment of service excellence.

2.5.1 Quality charter and service excellence

The University of Sharjah will implement and develop a quality charter to support service excellence within the administrative functions of the institution. This will broadly include building on the development of policies, procedures and processes, resulting in the creation of a service catalog that will enable access to detailed information on all the administrative functions and processes. The charter will include the establishment of service level agreements (SLA), which will be used to set reasonable timescales for the completion of processes.

2.5.2 Internal communications

Internal communications will be reviewed to identify areas of best practices and potential gaps in communications. The review will initiate the development of a holistic internal communications network. This will ensure that information is processed correctly and sent to the correct recipient in an appropriate format and at the proper time.

2.5.3 Transformation management office

The initiative requires the establishment of a transformation office which will coordinate and ensure the implementation of strategic initiatives, and ultimately the transformation of the University of Sharjah. This will be undertaken through matrix management structures, within the institution, coordinated and lead by a transformation program management office.

Develop an environment of service excellence.

Key Performance Indicators:	Value Proposition
% Employee satisfaction.	Essential coordination of transformational initiatives delivered through a matrix management structure.
% Student satisfaction.	
% Reduction of employee complaints.	
% SLA's delivered within agreed timescales.	
% Completion of strategic initiatives within agreed timescales.	





We promote a commitment to the development and provision of a collaborative, innovative and sustainable learning environment. As such, we strive to excel in achieving the growth of strong twenty-first century skills among students, necessary to meet current and changing demands for employability and cultural advancement. Strategic partnerships and effective governance will be used to serve our local and global communities to more fully enable the core academic and professional programs.

3.1 Build an agile governance and operating model, with the aim to establish a robust and efficient operations platform on which to grow.

3.1.1 Agile governance and operating model

The University of Sharjah plans to amplify institutional effectiveness through redesigning and developing student-focused supportive operating models and governance frameworks. This will include redesigning the delegation of authority to allow decisions to be made more efficiently and effectively, as part of maximizing effectiveness and delivering efficient support services.

The University will focus on building a student-focused environment in which value-added internal processes are developed and implemented. We will assess the effectiveness and efficiency of current organizational structures, operations, reporting and governance, including the risk management framework, to identify any weaknesses. This will allow recommendations for improvements in line with the University's strategic objectives. The University of Sharjah will adopt and adapt best practices and future practice governance and operating frameworks, for optimal administration and management of resources, faculty, staff and student services.

3.1.2 Development of policies and procedures

The development of policies and procedures will entail a standardization of the existing policies and procedures across University of Sharjah departments, which will include (1) the development of a unified reporting and verification process; and (2) the development of a process to track policy and procedure revisions and improvements with an aim to incorporate a student-oriented culture and provide improved effectiveness of the institutional administrative processes.

The development of a unified reporting and verification process has begun through the creation of this comprehensive and participatory strategic plan. To institutionalize the strategic planning process, the University will publish an annual organizational performance-report that lists accomplishments on critical strategic issues.

3.1.3 Khorfakkan University

As a strategic priority, the University of Sharjah will prioritize the development of Khorfakkan University into a self-governing and self-supporting institution. This will provide valuable educational resources and experiences to the Khorfakkan community.

Build an agile governance and operating model, with the aim to establish a robust and efficient operations platform on which to grow.

Key Performance Indicators:	Value Proposition
% Internal audit action plans completed.	Critical and important development of a governance and operating model(s) supported by effective and efficient, policy and procedure development.
Number of enterprise level risks.	
% Employee satisfaction.	
% Student satisfaction.	
% SLA's delivered within agreed timescales.	

3.2 Unify and integrate IT systems to serve the education, research and operation activities.

3.2.1 Enabling the smart campus - data quality and information

The Implementation of data governance and business intelligence to ensure data accuracy and to empower the University of Sharjah to make data-driven decisions with confidence is a high priority. In this way, information gained through valid data collection and analysis is used to support wiser, more efficient decision-making which will then support increased competitiveness on a global scale.

Data-driven decision-making is a critical factor in supporting organizational success. Data governance provides a framework to ensure that data is accurate and reliable, which will provide quality information management.

3.2.2 Enabling the digital campus

Implement new and upgrade existing technologies along with clearly defined and effective processes to enable the University of Sharjah to leverage efficiency savings. This will provide improved technology to staff and students, offering a range of smart University services for student recruitment, administration, physical access, security and payment processes. Ensuring our people have the best possible technological environment in which to operate.

Including:

- Enterprise Records Management System
- Enhanced Enrolment and Admissions
- CRM
- Student Portal
- Digital Certificates
- Event Management
- Self Service Digital Services (Staff and Students)
- Library Technology Upgrades
- New WIFI
- Multifunction Device Fleet
- Cloud Services
- Physical Security and Access Management

3.2.3 Enabling the digital classroom and learning spaces

Upgrade the technologies in learning spaces to provide productive pedagogical environments that allow students to learn more effectively and gives faculty the opportunity to deliver world-class education to the students at the University of Sharjah. These technologies will enable these environments to be fully connected to a digital world, supporting video conferencing that can facilitate learning by bringing in experts into the learning space, the recording of lectures so that students can repeat lectures for content that they find challenging or if there is a language barrier. Audio and visual services will be of a high standard ensuring technology is effective and reliable. This investment will effectively support the student and staff experience, improving student outcomes and establishing the University of Sharjah as a world-class university.

3.2.4 Innovation and entrepreneurship hubs

Development of a Fabrication Laboratory (FabLab) that is equipped with a range of high-tech devices and facilities. The goal of the facility will be to offer a platform for faculty members and students to transform ideas into reality using advanced digital manufacturing technology, supporting the creation of new designs, prototypes, 3D models and products.

Establishing a FabLab at the University of Sharjah will help achieve the following objectives: (1) support an innovative, creative, and entrepreneurial spirit among University of Sharjah researchers and students; (2) nurture a creative spirit and build skills in design, digital manufacturing and tailored use of digital technologies; (3) position the University of Sharjah as a distinctive regional center for the provision of inventive fabrication facilities and the delivery of innovative enterprise opportunities; and (4) provide the market with new products and contribute to the economic development of the UAE. This capability will serve the local community and contribute to the broader economic development of the UAE.

Unify and integrate IT systems to serve the education, research and operation activities

Key Performance Indicators:	Value Proposition
% Utilization of Innovation and Entrepreneurship Hubs.	Important development of innovation and entrepreneurship facilities to support student readiness for the fourth industrial revolution.
% Patents submitted using Innovation and Entrepreneurship Hubs.	
# Impactfull quality innovative activities, events or workshops.	
% of teaching spaces with advanced teaching technology.	Critical initiatives to improve decision making processes, through efficient enablement of technology, and improvement of the educational experience through the adoption of technology.
% of rationalization of technology (Application) portfolio.	
Reduction of technology security bridges.	
% of uncontrolled data migrated into controlled corporate systems.	
% Network availability.	
Number of help desk calls resolved within SLA.	
% Core systems availability.	

3.3 Establish a financially sustainable institution with diverse sources of income.

3.3.1 Diversifying and growing revenue streams / build endowment

The University of Sharjah will seek to improve its financial sustainability through four primary revenue sources:

- Tuition fees – via an improved mix of fees and student enrolment.
- Commercial – through industry partnerships, expert consulting activities.
- Philanthropy – through developing our fund-raising capabilities.
- External research grants - from international and national research funding sources.

Establish a financially sustainable institution with diverse sources of income.

Key Performance Indicators:	Value Proposition
Endowments value.	Significant and essential financial stability for University of Sharjah.
% of Commercial, External and Philanthropic revenue as % of total revenue.	

3.4 Efficiently managing resources to establish a sustainable financial base and examine the distribution of resources across programs.

Through revisions to the operational framework and creation of a new university management model, the University of Sharjah will increase the transparency and understanding of its revenue and cost base. This will allow the University to apply targeted operating margin controls at College and Business Unit levels, which will enable the generation of additional efficiencies. This will in turn provide the analytical capacity to develop innovative, strong and sustainable revenue sources, partnered with targeted optimization and efficiency programs, to ensure the University’s overall financial sustainability.

3.4.1 Optimizing academic program offering

Improve University of Sharjah financial sustainability and redeploy resources on activities that are more aligned with strategic priorities, through:

- Powering up high contribution programs.
- Rationalizing / Merging / Powering down low contribution programs, unless deemed strategic for the University overall.
- Optimizing curriculum and modernising teaching delivery methods, to deliver modern high quality, efficient teaching pedagogy.

3.4.2 Implementing cost efficient initiatives

Through implementation of the University of Sharjah management model, all operating units will be regularly reviewed and benchmarked to ensure they are operating at best practice standards. This is anticipated to release resources that will be used to fund strategic initiatives.

Efficiently managing University resources to establish a sustainable financial base and examine the distribution of resources across programs, revising uneconomical academic programs.

Key Performance Indicators:	Value Proposition
% of energy savings.	Significant and essential financial stability for University of Sharjah.
Teaching and research revenue per AED of employee cost.	
Net operating margin as a percentage.	

3.5 Improve University of Sharjah branding and internationalization.

One of the primary focuses is to increase revenue and secure financial sustainability of the University of Sharjah; the University will implement initiatives to increase student enrolment and build revenue generating programs. The student enrolment initiative will focus on developing an ambitious, innovative and integrated strategy to improve student recruitment and retention. It will be developed from a market analysis of prospective student profiles and needs.

3.5.1 International and education exhibitions and other exhibitions related to targeted sectors in the industry and community

This initiative will build awareness of the University of Sharjah’s educational and research capabilities with a focus on community services across a diverse range of sectors within both the general community and industry. This will be accomplished in part through opportunities to attend international and local education exhibitions, particularly those in which the University can have an impact on the local community and industry.

3.5.2 Promote the new environment to prospective and current students (locally and internationally)

The rationale of this initiative is to promote the new environment to future students as a life-changing experience within their education journey. This approach will be used to support an increase in admissions of international students at both the undergraduate and graduate levels and to develop a higher rate of retention.

3.5.3 Introduce new procedures to recruit students; undergraduate and graduate level (locally and internationally)

Utilization of the new CRM system and targeted structured marketing campaigns will introduce new opportunities to add value to the recruitment process internationally.

This initiative is also expected to increase the level of the students accepted to the University of Sharjah through developing a collaboration with the highly rated schools that direct the most students to the University.

Improve University branding and internationalization.

Key Performance Indicators:	Value Proposition
% Increase of global enrolment.	Critical implementation of an optimized branding and internationalization approach to develop the University branding and global reach.
% Increase in full time master’s and PhD students.	
% Increase in brand recognition.	
% Students enrolment.	
Number of global recruitment conferences attended.	

3.6 Develop an environmentally sustainable campus.

This initiative consists of Campus Environmental Sustainability and Awareness elements.

3.6.1 Campus environmental sustainability

This initiative aims to ensure that campus environmental sustainability practices at the University of Sharjah are adopted and contribute to providing a cleaner environment and increased sustainability standards. It provides a set of sustainability solutions including a sustainable master plan for the University campus that ensures efficient use of buildings and creates livable, active outdoor facilities; waste segregation and recycling program that promotes recycling culture; drinking water filtration systems that saves water, reduces the use of plastic bottles, and promotes a safe tap water culture; water efficient devices to reduce water consumption; Sustainable Garden that strengthens the implementations of sustainability practices at the University; and an electrical vehicle sustainable charging station that reduces the power consumption and greenhouse gas emission.

3.6.2 Campus environmental awareness

This initiative aims to raise the sustainability awareness level within the University of Sharjah community, whilst promoting positive attitudes and behaviors towards sustainability. This will be achieved through organizing sustainability campaigns to educate and engage University stakeholders on best-practice sustainability approaches.

Develop an environmentally sustainable campus.

Key Performance Indicators:	Value Proposition
% Reduction in utilities and resources consumption such as water, energy, printing papers and waste sent to landfill.	Enhancing the sustainability awareness level among University of Sharjah stakeholders (students, staff, faculty members) and creating positive attitudes towards the environment.
Positive habits, attitudes and higher adoption of sustainability practices.	
Number of sustainability events/activities organized to raise awareness level.	Higher stakeholders (students, staff, faculty members) satisfaction.
Level of greenhouse gas emissions.	Contribution to UAE 2030 vision by saving resources and commitment to clean environment standards. Improve University of Sharjah sustainability ranking.

Guided by the vision, wisdom and support of His Highness, Ruler of Sharjah, the University's mission and the shared commitment of our faculty, staff and students, a new level of excellence will be reached.

Professor Hamid M. K. Al Naimiy
Chancellor of the University of Sharjah



GOAL FOUR RESEARCH



The University of Sharjah acknowledges the critical role of scientific research towards its reputation, development, and advancement. We are committed to continued research efforts that serve to address the emerging challenges of our times. As an institution of advanced learning we remain focused on providing innovative world-class research environments to support new insights and a greater understanding of critical issues.

4.1 Support research management and dissemination.

4.1.1 Establish an online grants management system

Due to a large number of research projects both internal and externally funded, the University of Sharjah has identified the need for an automated online system to organize and coordinate; the submission, finance, follow-up, review, referring and progress of this large number of funded research projects.

Support research management and dissemination.

Key Performance Indicators:	Value Proposition
Average number of peer reviewed publications per faculty member (One of which must be Q1, Q2 or equivalent).	Critical evaluation and focus of current and future research projects.
% Increase the number of citations per academic discipline.	

4.2 Support and reward researchers, while engaging students.

4.2.1 Increase the number of graduate research assistantships

As the number of graduate programs grows, it is essential to provide research scholarships to top students to ensure the availability of full-time graduate research assistants. One of the significant limitations to increase research productivity and output at University of Sharjah is the availability of research assistants. Full-time MSc and Ph.D. students serve as excellent research assistants and do not require the resources of graduates. Research assistants support research activity and output, which results in higher University ranking, improved University reputation, enhanced student learning and partnerships within the community. Graduate research assistants are essential to support the work of research groups and centers affiliated with Ph.D. and MSc programs.

4.2.2 Establish new research groups in areas of strength

The Vice Chancellor for Research and Graduate Studies has received submissions for eleven new research groups in the areas of sciences, computing, engineering, medicine, and health sciences. This critical research will support the University with ranking and reputation whilst enhancing student learning, development of community partnerships & enhance the University's research output.

4.2.3 Increase number of research grants

The current participation rate in grants is expected to increase as faculty members become more active in research. This increase is stemming from several areas. First, the creation of the College of Computing and Informatics is expected to increase the demand for research grant funds. Second, as more research-oriented faculty are hired, the demand for grant funding will increase. Third, the current participation rate in seeking grant funding amongst existing faculty is expected to increase as more faculty members become active in research to support improved University of Sharjah ranking and reputation, enhancing student learning, partnerships with the community, and increased research output.

4.2.4 Provide research incentive schemes, with possible financial rewards for quality Q1 publications

This initiative consists of using research incentive schemes as drivers for knowledge output, to be implemented during the years 2019-2024. These schemes include, but are not limited to, the following actions: (1) reducing the teaching load for research-active faculty and researchers working on priority research areas; (2) implementing sabbatical leave for distinguished research faculty; (3) reinforcing research training and support by training new researchers and providing adequate research assistants and post-doctoral researchers; (4) improving motivation policy and aligning this policy with different researchers' needs and levels of satisfaction; (5) evaluating research productivity on the basis of quality and quantity; (6) providing more opportunities for research collaboration among faculty and across universities; (7) establishing better competition and reward mechanisms for research productivity; and (8) working to eliminate inhibitors of research productivity and building a competitive research culture.

4.2.5 Encourage and support undergraduate research

Integrating research into teaching and learning allows students to experience the work of scientists through participating in analyzing, applying, discovering and validating knowledge. It also prepares students to be life-long learners and keeps them abreast of advances in science and technology, contributes to creating a culture of inquiry, and facilitates compliance with new quality assurance requirements. Strategically, engaging motivated students in research can significantly enhance the University of Sharjah's research output and partnerships with community organizations. Integration, however, is challenging and requires commitment and adequate resources to ensure success. Support is to be provided in the form of accessibility to research laboratories, research groups and providing small research grants to undergraduate student teams working under the supervision of research professors and postdoctoral fellows.

Support and reward researchers, while engaging students.

% Increase number of graduate research Assistantships.	Vital support and reward for researchers in addition to engaging students in research.
% Increase number of research grants (External).	
Average number of peer reviewed publications per faculty member (One of which must be Q1, Q2 or equivalent).	
% Increase publications from students research.	

4.3 Establish sustainable dynamic priority research areas in service of the community.

4.3.1 Establish Research Centers of Excellence in Sciences, Computing and Engineering

The establishment of productive research centers in sciences, computing, and engineering will produce increased research output as well as improve ranking and reputation for the University of Sharjah. The research centers will also aim to enhance student learning from top quality faculty and researchers and strengthen partnerships with the community. Over the past four years, the areas of research strength in science and engineering have been identified and research groups have been formed around these areas. These priority areas are in line with the national priorities in research and development. The Research Institute of Science and Engineering (RISE) is poised to create research centers to help focus resources, strengthen research, and enhance the University reputation in these areas.

4.3.2 Establish a Drug Development and Diagnostic Center

This center will be the first of its kind in the Middle East. With this innovative research and development center, the University of Sharjah will be able to attract industry partnerships, secure funding sources, and will be able to obtain licensing of products developed.

The Center will support efforts for drug discovery and development for cancer treatment, multidrug-resistant bacteria and other common diseases as well as the discovery of biomarkers and biomaterials for healing, and medical devices. Multiple research groups within the University will be part of this Center.

Establish sustainable dynamic priority research areas in service of the community.

Key Performance Indicators:	Value Proposition
% Revenue growth by the establishment of a drug development and diagnostic center.	Establishment of the drug development and diagnostic center, providing vital medical services and resources to support heightened research efforts and the community at large.
% Increased external funding from the establishment of research centers of excellence in sciences, computing and engineering.	
% Increased in local collaboration.	
% Increased in international collaboration.	
% Increase in the number of patents applications filled.	
Average number of peer reviewed publications per faculty member (One of which must be Q1, Q2 or equivalent).	

4.4 Expand and equip state-of-the-art research facilities.

4.4.1 Complete establishment of new research building with additional research laboratories

The University of Sharjah is scheduled to complete the new research building in early 2020. State-of-the-art laboratories will be used to support research and community service. The laboratories will provide opportunity and resources to support an increase in the productivity of RISE (Research Institute of Science and Engineering) research groups and research centers, increased quality research output provided to Research Group and Research Center (according to the performance index), an enhanced University reputation and as a result an increase in partnerships with community organizations.

The new research building has 15 research labs that require research equipment. RISE has invested in partially establishing eight laboratories with purchased equipment to be relocated to the latest research building, but which are presently scattered in various teaching and learning labs across the University. Therefore, RISE needs to complete the establishment of existing research support facilities in stages with new research facilities. In addition, RISE will need to hire laboratory supervisors to run the equipment in the labs and will need to provide an operational fund to each lab to cover operational costs.

4.4.2 International Center for Theoretical Physics (ICTP)

With a particular interest in the physical and mathematical sciences, the University of Sharjah will strive to develop the expansion of advanced studies and research in this discipline. The goal is to support excellence in the field to develop high-level scientific programs while focusing efforts on the needs of developing countries; provide an international forum of scientific contacts amongst scientists on a global basis; conduct research of the highest international standards; and maintain an environment conducive to innovative scientific inquiry for the University community.

Expand and equip state-of-the-art research facilities.

Key Performance Indicators:	Value Proposition
% Increased visibility and reputation of University of Sharjah internationally.	Development and implementation of vital resources and facilities in various disciplines to support critical research efforts.
Average number of peer reviewed publications per faculty member (One of which must be Q1, Q2 or equivalent).	
% Increase in International collaboration.	

Goal Five Industry & Community



As an institute of higher education, we strive to develop and sharpen minds as a means of supporting human advancement in industry and within the community. This commitment of the University of Sharjah is further enhanced through strong partnerships and support for innovation. The University has a role in supporting community development and service towards raising awareness and resolving issues of concern in the community. Therefore, the University remains committed to both providing a distinctive and supportive campus and building innovative strategic partnerships, which together contribute to the well-being of our University, community, and society on both a local and global scale.

5.1 Communicate more effectively with society to increase local, regional and international relations in a bid to foster research and innovation through greater collaboration.

5.1.1 Sharjah Oasis in Research, Technology and Innovation (SOTI)

The objectives of the SOTI will include (1) processing applied scientific research to produce new techniques and innovation through providing an environment that supports creativity and innovation; (2) developing knowledgeable, economical projects with the creation of key partnerships with universities and related sectors; (3) proposing educational and training programs in coordination with the related sectors; (4) encouraging and supporting faculty and students in their scientific research endeavors and supporting continuous development of their scientific abilities; (5) encouraging industry (in the form of companies, authorities, and global centers) to invest within the SOTI; (6) supporting, encouraging and developing an environment of innovation and creativity to support the standing of the University and the Emirate as a global destination in the field of research, development technology, education, and creative science; (7) promoting and supporting the enactment of legislation contributing to the engagement of the education sector, specifically faculty, staff and students in launching their private enterprises; and (8) developing and nurturing talents and human labor forces in the fields related to the Emirate's economic and social priorities, serving to enhance the Emirate's competitive power through recruiting and encouraging firms and companies specialized in innovative fields.

5.1.2 Establishing and reactivating the College Advisory Boards

To support plans for ongoing improvements within the colleges, regarding program quality and alignment to industry's needs, College Advisory Boards will be reactivated and refocused to transfer market experience, market needs and support funding opportunities.

5.1.3 Effective utilization of agreements and MOUs with society

We will strengthen the cooperation between the University of Sharjah colleges and the greater community to obtain scholarship, funding research, and events sponsorship. Working within the community will support development, promotion, and implementation of policies and practices that will help achieve the developmental goals of the University related to promotion and enhancement of education and scientific research. New approaches will be identifying efficiencies, and improved mechanisms of collaboration through realization of the values obtained through Memorandums of Understanding, and effective partnerships.

5.1.4 Providing world-class conferences for our community

The University of Sharjah will seek to promote major international conferences and scientific events through advanced communication channels to attract new partners, sponsors, scientists, keynote speakers, researchers and intellectuals. Promotion of these types of activities will contribute to supporting research quality through improving the branding and international reputation of the University, providing a strong impact.

5.1.5 Enhancing the space exhibitions for visually impaired people

The University of Sharjah strives to provide opportunities to visually impaired persons to learn more about astronomy and space sciences. This will be achieved through specific strategies, including: (a) enhancing all walking areas with tactile tiles and any other adaptations to enable visually impaired people to walk freely among the exhibitions and participate appropriately; (b) introducing Talking Space Exhibits utilizing Bluetooth technology to transmit a signal to multiple VIP users allowing content to be heard through mobile phones; and (c) developing the Audible Planetarium by enhancing the traditional planetarium showcased in the exhibition.

Communicate more effectively with society to increase local, regional and international relations in a bid to foster research and innovation through greater collaboration.

Key Performance Indicators:	Value Proposition
Average number of advisory boards.	Essential service development to support more effective communication and collaboration at the University and general societal levels, aimed at increasing local, regional, and international relations, as well as fostering research and innovation through collaboration.
Average number of advisory board member attendance	
% of completed actions from advisory board meetings.	
% Active participation of MOU organization.	
% Number of MOU's signed.	
Revenue from conferences.	
% Satisfaction (conference).	
# of College and Community outreach activities.	

5.2 Establish philanthropy and endowment.

5.2.1 Establish professorship chairs and establish endowment

The establishment of endowed professorships requires attracting funding from industry, individuals, the community, businesses and alumni to support research. An endowed professorship (or endowed chair) is a University of Sharjah position funded by revenue from an endowment fund specifically set up for this purpose. The University will actively pursue endowed professorships opportunities to support community research and provide revenue for the University.

Establish philanthropy and endowment.

Key Performance Indicators:	Value Proposition
Number of Professorship chairs funded externally.	Critical fundraising initiatives toward enhancing efforts of philanthropy and increasing endowment.
Value of established endowment.	
% Sponsorship revenue increase per annum.	

5.3 Increase alumni involvement in fundraising and networking.

5.3.1 Alumni Initiatives

As part of the Alumni Initiatives, sponsorship opportunities will be identified to financially support the needs of current students. This financial fund will be used to help students who are unable to pay their fees and receive their graduate certificate.

To support improved communication and outreach, volunteering teams consisting of Alumni members, all of which will be officially registered in the Ministry of Community Development, will participate in community events. A full review of the alumni governance structures regarding the formation of the alumni association will be conducted to support up to date policies and procedures to meet current and future needs.

5.3.2 Develop and enhance the involvement of alumni in University activities

To develop University of Sharjah into a vibrant organization, working to strengthen connections among alumni through student outreach and alumni activities. Such activities include volunteer opportunities, social functions and conferences organized by the University. The purpose of the initiative is to maintain and promote good relations among its members and to promote collaboration with the colleges and cooperation with faculty and students toward the welfare of the University and the community it serves.

Increase alumni involvement in fundraising and networking.

Key Performance Indicators:	Value Proposition
Number of sponsorships.	Initiatives aimed at supporting revenue through more aggressive alumni fundraising efforts.
Value of Philanthropic revenue.	
Number of active alumni.	

5.4 Provide professional development, continuing education and consultancy services for industries, the community and society.

5.4.1 Professional development for Government of Sharjah Employees

The Strategic plan for training Government of Sharjah employees for five years from 2018-2022 includes training over 5,000 employees and conducting 150 professional diploma training programs. The Center for Continuing Education and Professional Development will enhance learning and professional development among government employees, fostering a greater sense of alliance and shared goals between the University of Sharjah and the broader community.

In addition to professional development for the Government of Sharjah employees, the Center for Continuing Education and Professional Development will also actively promote and deliver professional development and consultancy services for the local industry and community.

Provide professional development, continuing education and consultancy services for industries, the community and society.

Key Performance Indicators:	Value Proposition
Revenue generated from lifelong learning (training) programs.	Implementation of professional development and consultancy services for industry, community and society toward supporting necessary community development and revenue growth.
Number of courses delivered.	
Revenue generated from consultancy services.	
Number of participants.	
% Satisfaction with courses delivered.	
Number of college activities supported by alumni.	
Number of active alumni.	

Goal Six Teaching & Learning



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We are committed to providing a collaborative, innovative and sustainable learning environment that cultivates twenty-first century skills among its students.

6.1 Enhance the teaching and learning environment by incorporating leading edge technology.

Given the need for the transformation of higher education to address the range of opportunities and challenges, the University of Sharjah is committed to providing a collaborative, innovative and sustainable learning environment that cultivates twenty-first century skills among its students. These challenges support the need for a new and innovative approach. We will serve our local and global communities' current and future needs by offering innovative academic and professional programs.

6.1.1 Classroom environment initiative

Teaching and learning is the core business of the University. Digital technologies are a critical component of effective learning spaces. The establishment of and investment in resources for transforming the University of Sharjah's learning spaces into modern technological advanced environments is a critical priority. We must ensure that classrooms effectively meet the expectations of faculty and students. Providing an advanced and effective technology to support improved pedagogical practices and student learning is of the highest priority.

This will be achieved by creating interactive learning spaces that improve student engagement and participation, allowing students to learn deeper and faster — promoting flexibility and adaptability within the learning environment.

6.1.2 Laboratory environment initiative

The University of Sharjah will seek to deliver learning laboratory spaces that are modern, inclusive and technically well-equipped for effective teaching and learning. The University will continue to provide efficient and innovative technology to support learning, teaching and research. We are committed to continuing to develop our approaches to find creative and practical solutions for the access and scheduling of laboratory resources through rationalization and capitalization of new resources.

Enhance our teaching and learning environment by incorporating leading edge technology.

Key Performance Indicators:	Value Proposition
% Faculty satisfaction.	Renewed development of the classroom and laboratory environments to align with technology and research needs, including IT resources and ergonomic furniture to support faculty and student health.
% Utilization of learning management system.	
% Student satisfaction.	
% Classroom observations (focusing on the use of technology).	
% of Teaching units utilizing technology.	
% of Teaching units utilizing blended learning.	
Student to faculty ratio.	

6.2 Develop and support innovative teaching methodologies and course design and delivery.

6.2.1 Innovative methodologies in teaching initiative

This initiative will encourage University of Sharjah faculty to adopt innovative and contemporary methodologies for facilitating student learning. Faculty will introduce, develop and deliver new course material (whole or only part of a course) utilizing different pedagogical approaches, such as active-learning methods and the use of technology in the classroom and online.

Faculty construct the atmosphere and tone of the classroom. Positive classroom environments that develop authentic learning can drive more opportunities for students to confidently connect with content, their peers and their faculty. The University will continue to build excellence in teaching and learning through the advancement of innovative methodologies in teaching initiatives that promote creative and critical thinking. Teaching methods and interaction between students and faculty members will include flipped classes, and blended environments to encourage students to read and prepare for future classes. The use of the library and library resources will be encouraged. A peer review process will be developed with specific criteria and standards.

The criteria for assessing and evaluating faculties and staff for recognition and awards will be developed at the University level. With this approach, the process for recognizing faculty and quality of the outcomes will positively raise the level of teaching and learning at the University.

6.2.2 Integration of research into teaching and learning

This initiative has been designed to support the implementation and integration of research into teaching and learning across the University of Sharjah. Effective management and continuous assessment will ensure effective integration of research in the undergraduate academic programs through good collaboration and communication between the various colleges and institutes.

Develop and support innovative teaching methodologies and course design and delivery.

Key Performance Indicators:	Value Proposition
% Classroom observations completed.	Critical implementation of new teaching methodologies, to include the use of blended and distance learning approaches.
% of Teaching units utilizing blended learning.	
% of overall satisfaction with teaching units experience.	
% of undergraduate teaching units requiring research activities.	

6.3 Review, develop and accredit academic programs to meet the 21st century job market.

6.3.1 Existing program review and accreditation

A critical initiative will include a review of the existing academic programs to confirm their viability and relevance to society and the twenty-first century job market. Each department and college will review their academic programs with a view of recommending measures for improving the competitiveness and sustainability of their programs.

6.3.2 New program development and accreditation

Develop new programs to strengthen the academic program portfolio of the University of Sharjah and meet the needs of the twenty-first century job market. For our programs to be relevant and competitive, assessments and coordination with the Ministry of Education will be critical. For the program accreditation process to be effective, collaboration among different units at the University will also be encouraged and strengthened. We will also encourage the development of exchange and joint international programs.

6.3.3 College of Computing and Informatics

The College of Computing and Informatics will move forward in the direction of modern trends in computing and technological innovation. This will foster the achievement of many scientific and academic goals through the integration of academic programs and employing them to bridge the gap between theoretical progress and practical applications, as well as enhance the experience of students to apply modern computing in solving academic and practical problems.

6.3.4 Sharjah Academy for Astronomy, Space Sciences and Technology

The academy has transformed from an institution and will establish itself as a premier research and educational resource specializing in astronomy, space science and technology. Providing valuable resources for the UAE and beyond, the academy will become the primary source of reference for astronomers and scientists globally.

Review, develop and accredit academic programs to meet the 21st century job market.

Key Performance Indicators:	Value Proposition
% of internally reviewed academic programs.	Critical review of academic programs to ensure the university meets student educational needs for the 21st century job market, and university location/ international accreditation.
# of eligible academic programs achieving international accreditation.	
# of implemented recently nationally accredited programs (within one year of receiving initial accreditation).	

6.4 Strengthen the pedagogical knowledge and skills of faculty members.

6.4.1 Faculty professional development, workshops, and support services

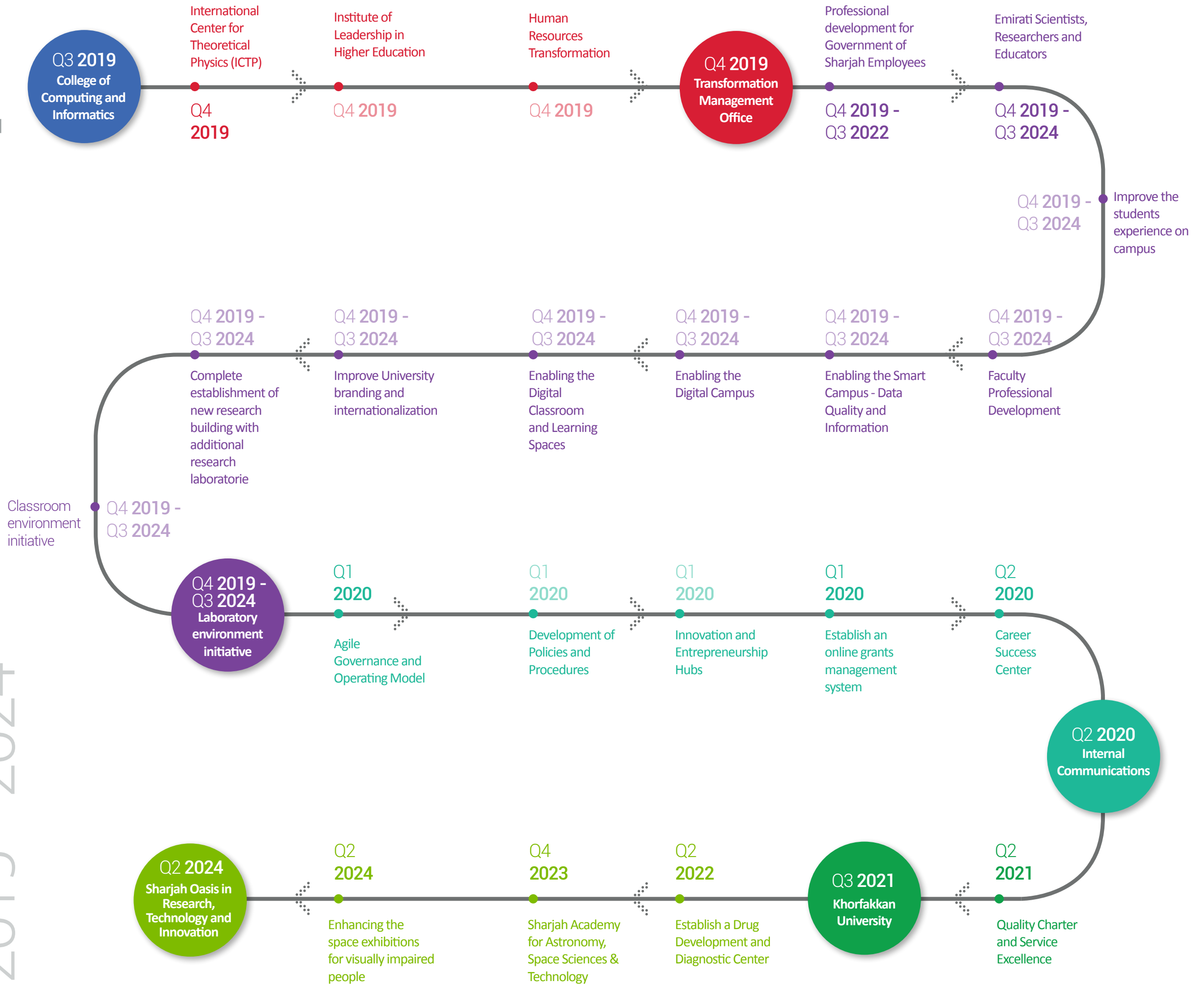
To strengthen the strategic goals of the University, efforts to support faculty and staff professional development activities need to be intensified. Thus, the Institute of Leadership in Higher Education will organize a range of ongoing professional development workshops, to support the personal endeavors of faculty, staff and graduate students. Expert knowledge and skills of faculty and staff will be sharpened through participation in these development activities. Student learning and campus-life experiences will also be enhanced.

Through professional development training, faculty, staff and graduate students will develop current expert knowledge and skills for effective teaching and learning. Emirati graduate students will strengthen their leadership and transferrable skills needed to further develop the Emiratization policy of the UAE government.

Strengthen the pedagogical knowledge and skills of faculty members.

Key Performance Indicators:	Value Proposition
% Satisfaction with faculty professional development.	Key pedagogical professional development to prepare faculty for the operation, application and advancement of classroom technology environments.
Number of courses and workshops delivered.	
Number of participants.	
Number of courses utilizing newly introduced teaching and learning methodologies.	
Average number of hours for professional development, per faculty.	
% of overall satisfaction with teaching units experience.	

Strategy Roadmap 2019 - 2024





The University of Sharjah would like to recognise, and extend deep appreciation to His Highness Sheikh Dr. Sultan Bin Mohammad Al Qasimi Member of the Supreme Council, Ruler of Sharjah and President of the University of Sharjah, Board of Trustees, Chancellor, Vice Chancellors, Deans, Faculty Members, Directors, and Members of the staff for their support and contribution in developing the University of Sharjah Strategy 2019 - 2024. Special appreciation goes to the Strategic Champion Committees for their work in developing the strategic objectives and initiatives, as well as championing the strategy.



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