جامعة العين
AL AIN UNIVERSITY

STRATEGIC & OPERATIONAL PLANS

(2021-2025)

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Version Control

Version Number	Author	Update Information	Review / Evaluation	"Board of Trustees" - Approval
1.1	University / Deans Councils	Make the needed changes and updates and the previous plan (2016-2020) to produce the current file (2021-2025 Strategic and Operational Plans)	Dec. 2020	Jan.2021
1.2	University / Deans Councils	Review and update the remaining next 4 years in the (2021-2025 Strategic and Operational Plan)	Dec. 2021	Apr. 2022
1.3	University / Deans Councils	Review and update the remaining next 3 years in the (2021-2025 Strategic and Operational Plan)	Dec. 2022	Oct. 2023
1.4	University / Deans Councils	Review and update the remaining next 2 years in the (2021-2025 Strategic and Operational Plan)	Dec. 2023	
1.5	University / Deans Councils	Review and update the remaining next year in the (2021-2025 Strategic and Operational Plan)	Dec. 2024	

1. The University

Al Ain University (AAU); licensed by the UAE Ministry of Education (MOE); is a rapidly growing institution of Higher Education, with two campuses; one in Abu Dhabi, and another one in Al Ain. AAU offers accredited programs through its colleges ("Engineering", "Pharmacy", "Law", "Education, Humanities and Social Sciences", "Business" and "Communication and media") with 22 Undergraduate programs, 9 Postgraduate programs (8 Master + 1 Postgraduate Professional Diploma). AAU is privileged to hold many international accreditations which uplifts the standard of education among the universities in UAE and helps its students in rendering quality education and makes them to be a part of the prestigious institution. AAU has received the following international accreditation: ABET (2 programs in College of Engineering), ACPE (1 program in College of Pharmacy), HCERES (1 program in College of Law), CAEP (2 programs in the College of Education, Humanities and Social Sciences), AACSB (all programs in College of Business) and AQAS (1 program in College of Communication and Media).

2. Overview of AAU Strategic Planning

2.1 Planning process

- Since the strategic and operational plans of the university are mission-driven, and as it affects the educational process at the university, AAU is committed to ensuring the involvement of all stakeholders and relevant parties in the planning process.
- The academic and administrative entities carry out the initial planning steps by gathering data and information from various stakeholders including graduates, potential and current employers, the colleges' advisory boards, and the CAA & International Accreditations Agencies recommendations. As a result, a preliminary version of the strategic and operational plan for each department is drafted.
- Once finalized and approved by the highest council in the university entity, the plans are submitted to the University Council for review & approval.
- Based on all units' plans, the "University Council" produces the University Strategic & Operational plan.

2.2 Implementation

- Once approved by the Board of Trustees (BoT), the University Strategic and operational Plan will be distributed to all university (academic and administrative) units, who will update their own plans accordingly.
- Each unit specifies the necessary action procedures for implementing the plan to the University's Council who will be responsible for closely monitoring the implementation of the overall plan.
- The University's Council follows the progress of the plan and reports (annually) to the Board of Trustees annually, to assess the performance and the progress level of the implementation.

2.3 Review & Control

- The strategic & operational plan is reviewed annually (Dec-Jan) by the University Council Members.
- All feedback are reviewed & compiled by the QAIRC, who will produce the (updated) version.
- The (updated) version will be sent, through the University Council, to the "Board of Trustees" for approval.
- The "Review & Control" process is reflected in "Version Control" table (page 3) above.

3. (2021-2025) AAU Strategic Plan

Vision	AAU aspires to be amongst the leading learning institutions in the region, by achieving international quality standards in Teaching, Research, and Community Engagement.
Mission	AAU strives to be a learning institution of excellence that responds to market needs and prepares graduates who possess the scientific and technological competencies that are needed for their careers. The university plays an active role in the creation of knowledge through quality teaching and research. It values Community Engagement and nurtures partnerships with institutions and organizations through a commitment to the educational, technological, and economic development of the country and the region.
Values	Collaboration, Diversity, Excellence, , Integrity, Sustainability

(2021-2025) Strategic Goals		Objectives / Initiatives
1. Academic Programs	Strengthen AAU's commitment to deliver quality undergraduate and graduate programs that are characterized by rigorous disciplinary depth and breadth, with a high level of direct interaction between faculty and students (SDG 4 & 9).	1.1. Promote curricular reform and innovation in all areas of the academic programs. 1.2. Offer a variety of well-supported quality programs that are consistent with the University's educational mission. 1.3. Secure needed laboratories, classrooms, and workspaces that are needed for faculty, staff, and students. 1.4. Support all library functions. 1.5. Promote and support the efficient and effective use of technology in the academic and administrative process to enhance curricular needs.
2. Faculty Staff	Continue to recruit and retain a dedicated and culturally diverse faculty whose teaching is informed by research and embodies learning experiences that enable students to improve academically and personally (SDG 4, 5, 8, 10, & 16).	2.1. Support and enhance the professional stature of the faculty body. 2.2. Implement and strengthen existing policies for improved communication between faculty and administration, thus involving faculty input into the decision-making process, and an enhanced sense of shared responsibility for the University management. 2.3. Recruit AAU Graduates, graduated with distinction.
3. Students	Improve the recruitment, retention, and graduation rates within the student body, while increasing the number of well prepared and academically able students who wish to enter a sustainable environment that facilitates the development of competent, and creative professionals (SDG 4, 5, & 10).	3.1. Develop an effective enrollment management program that is linked to the academic programs' needs. 3.2. Improve the AAU reputation in local high schools, and other educational institutions. 3.3. Review and coordinate all enrollment-related works, programs, services, and activities. 3.4. Enhance the current academic advising process.
4. Scientific Research	Foster research and support faculty members to secure the time, financial support, and collaborations to maximize their success in research, scholarship, and other sustainable activities (SDG 4).	4.1. Articulating at the unit level different research activities and plans to achieve research goals. 4.2. Fostering outreach to the community and region and maintaining an online directory of faculty to assist them in their research. 4.3. Recognizing and rewarding the faculty and staff's efforts in research to enhance productivity. 4.4. Linking the faculty research interests to the SDGS.
5. Learning Resources	Secure and strengthen the University's information technology and media services to support both the academic and administrative functions of the University and the deployment of new and innovative teaching and research technologies as they become available (SDG 4 & 9).	5.1. Providing an adequate and predictable mechanism for funding informational and institutional technologies, so that AAU can satisfy the technology needs of its students, staff, and faculty, now and in the future. 5.2. Strengthening the maintenance and upgrading of the University's information technology infrastructure, facilities, and hardware. 5.3. Strengthening the information technology services and the instructional technology services and support systems that are offered at the University. 5.4. Promoting and supporting the efficient and effective use of academic and administrative technologies that satisfy the faculty and curricular needs.
6. Community Engagement	Contribute for a sustainable society and the local community, by addressing their educational, cultural, social, and economic interests (SDG 4, 16, & 17).	6.1. Supporting collaborative partnerships with schools, businesses, corporations, government agencies, community organizations, community development organizations, religious institutions, and civic organizations to provide, develop, and implement community-building efforts. 6.2. Participating in elementary and secondary education delivery systems to improve teaching and learning at all levels. 6.3. Promoting internal and external activities that help outreach AAU. 6.4. Seeking membership in local, regional, and international associations. 6.5. Collaborating with other academic institutions in the areas of teaching, research, consultancy, and training programs.

4. (2021-2025) AAU Operational Plan (Part 1/2)

❖ The (yellow) highlights indicate the **Actions/Activities**, which were not met in the planned year and carry forwarded to the following year's objectives.
❖ The (green) highlights indicates the **Actions/Activities**, which were met.

2019 CAA Standards	2021	2022	2023	2024	2025
Governance and Management (1)	Review the Institutional Mission/Vision/Values.				
	Improve AAU brand image and enhance its local, regional, and international presence.				
Quality Assurance (2)	Obtain International Institutional Accreditation.	Obtain International Institutional Accreditation.	Obtain International Institutional Accreditation.	Evaluate the institutional (MoE) classification results and prepare an action plan for the areas of improvements.	Submit CAA Application for the Institutional "Renewal of Licensure".
		Improve the Evaluation Process of the Staff (Academic and Admin).	Improve the Evaluation Process of the Staff (Academic and Admin).		
	Finalize the Institutional ADEK Re-authorization	Finalize the Institutional ADEK Re-authorization			Submit the Institutional ADEK Re-authorization
	Update / Review Institutional PPM vs. CAA Standards.				
	Update / Review QA Manual vs. CAA Standards.				
	Submit the CAA Accreditation (on-time), as per the CAA latest Accreditation letter for each academic program.				
			Have an active International Accreditation in each college (College level, or for one program at least).		
	Improve AAU Position in International Ranking systems (QS, THE, GreenMetric, etc.)				
Educational Programs (3)	Propose new program(s) according to Market needs.				
	Improve/ Review the Teaching/Learning process (face-2-face, blended, and distance).				
	Evaluate Lifelong Learning Skills in the educational programs.				
	Ensure information technology agility of students and faculty members.				
Research and Scholarly Activities (4)	Increase applied research which serves the UAE and regional communities.				
	Update "Research Incentives System" to ensure research impact and quality.				
	Host recognized international (joint) conferences on annual basis.				
	Update the promotion regulations to encourage faculty members, targeting research excellence in terms of quality, impact, and quantity.				
	Increase the number of internal/external funded project to facilitate conduct, quality research.				
Faculty and Professional Staff (5)	Recruit faculty members, graduated from renowned institutions, and in-line with the national and international accreditations.				
	Recruit suitable skill set administrative staff members.				

Category					
	Establish professional development scoring system.	Establish professional development scoring system.	Establish professional development scoring system.	Review professional development scoring system.	
	Establish promotion system for the admin staff.	Establish promotion system for the admin staff.		Review promotion system for the admin staff.	
Students (6)	Create a unit to support students of determination.	Create a unit to support students of determination.	Evaluate the "Student Employment Program" (Career Development Unit)	Create "Reward Systems" (with Criteria) for students active in university events.	
	Create and apply "Student Exchange Program"	Create and apply "Student Exchange Program"	Create and apply "Student Exchange Program"		Evaluate "Student Exchange Program"
	Improve the evaluation process for students training performance.	Improve the evaluation process for students training performance.		Review the evaluation process for students training performance.	
Health, Safety and Environment (7)	Maintain Health and welfare services for both physical and mental health that are accessible to students, faculty and staff, in accordance with the requirements of the health authority in the Emirate in which it is located.				
	Ensure physical facilities are fit for purpose for all users and include a sufficient number of classrooms and other specialized physical resources to support its academic programs and research activities.				
	Apply Principles of sound environmental management and sustainability underpin all policies and procedures related to health and safety.				
Learning Resources Center (8)	Provide information resources and services for students and faculty that adequately support teaching, learning, and research, in ways consistent with the institution's mission.				
	Enrich the library with up-to-date learning resources.				
	Increase the reliance on e-books as required textbooks.				
	Update the library website to be more user friendly for researchers.				
	Ensure Information resources and services are sufficient in quality, depth, diversity, accessibility, and currency for the institution's curricular offerings, and they meet the needs of the faculty and professional staff, students, and support personnel.				
Fiscal Resources, Financial Management and Budgeting (9)	Ensure present and future financial stability, and that all enrolled students are able to complete their programs.				
	Review policies and procedures for budgetary planning and control, accounting, risk management, and external audits are in place.				
	Review annual budgeting process, and system for projecting short-, medium-, and long-term budgets (including provisions for program-specific annual and long-term projections).				
Legal Compliance and Public Disclosure (10)	Evaluate the Impact of all previous MoUs.	Evaluate the Impact of all previous MoUs.		Sign MOUs with institutions from different sectors and levels to be partners with AAU for training purposes.	Evaluate the Impact of all previous MoUs.
	Update and maintain AAU website to ensure its accuracy.				
	Provide all university handbooks in both languages (Arabic and English).				
	Prepare specialized handbooks, guidebooks, or manuals whenever needed.				
Community Engagement (11)	Maintain seminal relations with local society.				
	Update the policies and procedures for community engagement.			Review the policies and procedures for community engagement.	
	Ensure Effectiveness of advisory boards.			Review the policies and procedures for community engagement.	

2019 CAA Standards	Responsibility	KPIs (Key Performance Indicators)
Governance and Management (1)	• University/ Deans Council	• # of stakeholders involved in reviewing the vision and mission. • Institutional "Presence and Brand" at national/regional/international levels.
Quality Assurance (2)	• University/ Deans Council	• Active CAA Licensure • Active ADEK Re-authorization • Consistency of the "Policies and Procedures" Manual (PPM) and QA Manual with the 2019 CAA • Standards • Institutional International Accreditation • AAU Ranking by international agencies • % of programs with international accreditation • % of programs accredited by CAA • # of new undergraduate programs • # of new graduate programs • AAU (MoE) Classification Results
Educational Programs (3)	• Deans Council	• % of students to faculty members. • % of students who take Exit Exam • Average grade of Exit Exam in each program • # of faculty members who are members in professional institutions.
Research and Scholarly Activities (4)	• Deans Council	• # of publications (Scopus) • # of publications per faculty (Scopus) • # of publications per faculty • % of faculty published at least one journal article (Scopus) • % of publications in top journal percentiles (Q1, Q2) • # of patents, licenses and spin-offs • # of publications (non-Scopus, but approved by AAU) • # of publications by Postgraduate Students • % of budget allocated for research (AED) • Average # of citations (last 5 years) per faculty with AAU affiliation • Average # of citations (last 5 years) per paper with AAU affiliation • # of faculty receiving internal research support expenses. • # of faculty receiving external research funding • # of visiting research faculty • # of (joint) conferences organized • # of faculty attended regional or international conferences
Faculty and Professional Staff (5)	• Deans Council • HR	• # of faculty staff • % of faculty staff with PhD • % of full-time faculty staff • % of faculty staff graduated from top 500 (QS) ranked institutions

		• # of faculty staff promoted • % of Exchange faculty staff • # of development workshops offered to faculty staff • # of professional staff • # of development training sessions offered to the (faculty & professional) staff
Students (6)	• Deans Council	• Growth rate of Student Enrollment • On-Time Graduation rate • Retention rate (1st year) • Progression Rate • Student Faculty Ratio (FTE) • # of organizations offer training to students • % of Exchange Students • # of students on AAU honor list • # of Academic Warnings
Health, Safety and Environment (7)	• IT Center • Administrative Unit	• # of class rooms • Average space of classroom (m2) • Average space of faculty office (m2) • # of equipped labs • # of online courses • # of upgraded computers and laptops • % of buildings adhering to special needs requirements • # of IT workshops to faculty, staff and students
Learning Resources Center (8)	• Library • IT Center	• # of print holdings – Textbooks • # of electronic holdings – Textbooks • # of print holdings – Journals • # of electronic holdings – Journals • # of databases • # of journal subscription
Fiscal Resources, Financial Management and Budgeting (9)	• Finance Unit	• % of growth in the budget • # of internal auditor reports about financial matters • Average collection period (months) • % of students receiving internal financial aid and scholarship • % of total budget allocated to internal financial aid and scholarships
Legal Compliance and Public Disclosure (10)	• University/ Deans Council	• Accuracy of the "Website Contents" • Readiness of "Catalog & Handbook" and its consistency with the Website • # of MoU signed and its Impacts.
Community Engagement (11)	• University/ Deans Council	• # of community service initiatives • # of education and training provision for the community • # of charitable initiatives • # of government projects & consultations • # of cultural and social activities and events • # of visits to community units • # of community visits to the university • # of students participated in and out the university activities