



**KHALIFA**  
UNIVERSITY

# PROGRESS REPORT ON THE STRATEGIC PLAN 2012-2013

Prepared by: Office of the President



## Introduction













The University's Strategic Plan for 2012-17 was launched in June 2012 and was accompanied by a set of twelve strategic initiatives identified as a means of operationalizing the plan during 2012 and 2013. The strategic plan and associated initiatives may be found at





[http://www.kustar.ac.ae/source/pdfs/Strategic\\_Document\\_2012-2017.pdf](http://www.kustar.ac.ae/source/pdfs/Strategic_Document_2012-2017.pdf)

The initiatives were viewed as dynamic and subject to annual review to both measure progress and update as may be required. This report summarizes the university's progress with respect to the strategic initiatives and notes the areas of strategic focus for 2014 and 2015.

## Progress with Strategic Initiatives

The following provides an overview of the progress with the strategic initiatives since June 2012:

Strategic Initiative	Progress
Establish <b>graduate school</b> and expand interdisciplinary graduate programs	
Establish <b>research office and internal research fund</b> ; identify strategic areas of research emphasis	
Proceed with <b>campus expansion</b>	
Establish <b>student learning and resource center</b>	
Establish <b>institute for educational research and innovation</b>	
Revitalize and systematize <b>student recruitment</b> – attract best UAE students	
Identify opportunities and strategies to <b>enhance faculty and staff engagement</b>	
Increase <b>co-curricular opportunities for students</b>	
Establish and fund <b>employee development</b>	
Establish <b>external relations</b> function and institutional communication plan and strategy	
Establish <b>institutional effectiveness</b> plan	
Establish <b>medical school</b> partnership and school	

Key:  - Completed;  - In Progress;  - Pending;  - Expanded Scope

Most of the strategic initiatives that were identified have been completed and have now been subsumed within the normal operations of the various units. The campus expansion is underway and the establishment of the medical school is on hold pending final budget approval. Two initiatives, namely those to increase co-curricular activities and establish a Center for Educational Research and Innovation, have been reconsidered and the decision taken to focus more broadly on enrollment management and faculty development as areas of strategic focus over the next year or two.

The university has expanded its graduate offerings and graduate enrollment has grown by approximately 63% since the Fall of 2011. A Research Office was established and the KURF Internal Research Fund was launched with a total of 34 Level 1 and 2 grants awarded in 2013. The University-Wide Research Committee was established and charged with providing advice on various means of advancing the university's research strategy.

A Student Learning Centre has been established on both campuses and a search for a permanent Director will commence shortly.

A new Student Recruitment and Admissions unit has been established and charged with meeting the university's enrollment targets for highly qualified undergraduate and graduate students; overall undergraduate enrollment has increased to 1,227 this semester.

The Employee Engagement Survey was conducted this Fall and discussion of the results and actions for improvement are underway. A University Learning and Development Committee has been established and procedures put in place to fund employee training requests; twenty-two such requests were funded in 2013.

External Relations launched a university newsletter, established an Alumni Association and launched the university's new website. The university's social and print media coverage is monitored and has shown considerable growth during the year.

The procedures for monitoring and reporting on the university's continuous improvement efforts are now documented in the university's Quality Assurance Manual and may be obtained at <https://portal.kustar.ac.ae/presoff/SitePages/IRP.aspx>. Administrative units must now develop an annual plan which sets out their mission, goals, desired outcomes and measurable targets for the coming year and reporting annually on their progress. Unit goals are tied explicitly to the university's strategic goals and objectives. Quality assurance procedures are also in place for academic programs to ensure continuous improvement and report on the results of these efforts. Collectively, these reports provide the information necessary to determine our overall progress with respect to the strategic plan.

### **Strategic Focus for 2014 and 2015**

As noted, many of the strategic initiatives that were initially identified have been completed and now form but one of the key operational goals of the relevant administrative unit and remain areas of strategic focus in the coming year.

In addition, the university has three additional areas of strategic focus for 2014 and 2015: ABET accreditation of qualifying undergraduate engineering programs, development and implementation of a comprehensive enrollment management strategy to promote student success and a program to foster faculty development. The university has not identified any new strategic initiatives, defined as finite, cross functional discretionary programs or projects which fall outside of normal operations and are designed to achieve defined outcomes of a transformative nature for the organization, for 2014 and 2015, beyond the campus expansion and establishment of the medical school. The institutional areas of strategic focus for 2014 and 2015 are summarized below with details concerning key tasks and key performance measures set out in Appendix II.

**Strategic Focus Areas:**

- Employee Development
- Enrollment Management
- External Relations
- New Program Development
- Faculty Development and Recruitment
- Fiscal Sustainability
- Institutional Effectiveness
- Interdisciplinary Research

**Future Reporting on Annual Progress with Respect to the Strategic Plan**

The Executive and Board of Trustees have recently agreed on a broad set of performance indicators and associated targets to be used to measure the university’s overall progress with respect to the Strategic Plan, many of which have been incorporated in administrative unit and College plans. The key performance indicators fall into nineteen broad categories which are aligned with our overall institutional strategic goals and will be used to monitor our progress with respect to achievement of these goals. The key performance indicator categories and their alignment with our strategic goals are outlined in Appendix III and IV. Five of the performance indicators have been identified as critical success factors in measuring our overall progress toward achievement of our strategic goals.

CRITICAL SUCCESS FACTORS		
Strategic Goal	Measure	Target
Research and Innovation Excellence	KU Affiliated Publications per faculty member (Web of Science)	2.0
Educational Excellence	% ABET Accreditation of qualified programs	100%
Student Centric Community	% student satisfaction with University	75%
Enhanced University Community	% employee satisfaction	75%
External Relations	% employer satisfaction	85%

Future reports will provide an update on our key accomplishments with respect to each area of strategic focus, together with an update on the key performance indicators noted above.

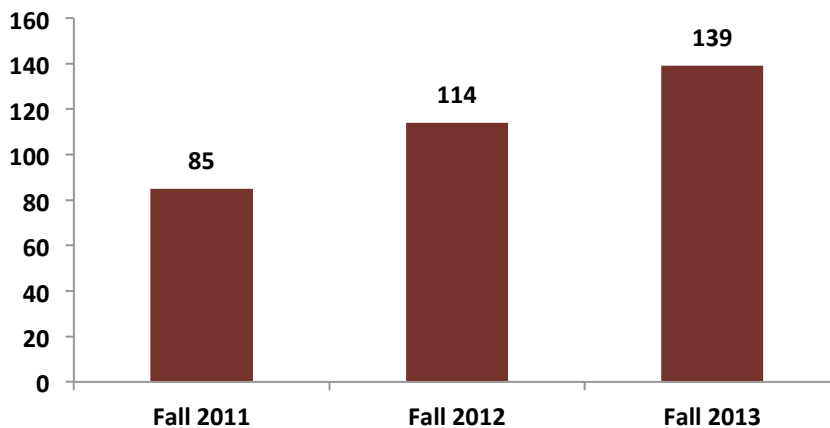
Collectively we have made considerable progress over the last eighteen months and should be proud of our accomplishments. We have an excellent cadre of faculty and staff upon whom we rely for our continued success. Each of us has a role to play in meeting our strategic goals and objectives and I look to you for your continued dedication to our students and the university community.

**Appendix I**  
**2012-2013 Progress on the**  
**Strategic Initiatives**

### Graduate School and Expansion of Interdisciplinary Graduate Programs

The university expanded its graduate offerings and launched the interdisciplinary PhD in Engineering as planned. The new program proposals for the MSc in Electrical and Computer Engineering and in Mechanical and Aerospace Engineering were developed but implementation has been delayed to 2014 as the proposals are in the final stages of approval of the Ministry. Graduate student funding has been obtained through a variety of sources and provided in both the 2013 and 2014 budget. As shown in Table 1, graduate enrollment has grown by approximately 63% since the fall of 2011.

**Table 1: Graduate Enrollment**



The university continues to explore international partnerships with a variety of higher education institutions and the Board of Trustees has approved international Buhooth scholarships as a means of seeding such partnerships.

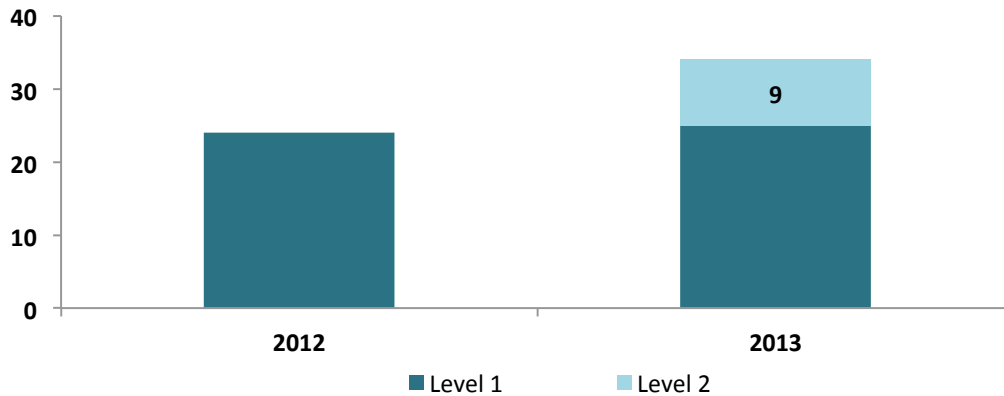
The university decided not to proceed with the planned creation of a separate Graduate School at this time but rather appointed the Associate Provost for Research and Graduate Studies and an Associate Dean for Graduate Studies within the College of Engineering.

The strategic initiative to expand and further develop interdisciplinary graduate programs remains an area of strategic focus for 2014 and 2015. A graduate recruitment plan will be developed and implemented to realize the university's graduate enrollment target. The development of international partnerships is also a particular area of focus for the coming period.

### Establish Research Office and Internal Research Fund

The initiative to establish a Research Office and internal research fund has been completed as planned. The Office of Research Support was established and the search for the Director successfully concluded. The University's Internal Research Fund (KUIRF) has been established and the awards granted are shown in Table 2

**Table 2: KU Internal Research Fund Awards**



Two new research centers were established with industrial partners, namely the ATIC-SRC Center for Energy Efficient Electronic Systems and the Aerospace Research Innovation Center.

Nurturing multi-disciplinary research and innovation excellence is in line with the university’s research strategy. To advance the university’s research strategy, the University-Wide Research Committee has been formed to provide advice on research organizational structures, the formation of new institutes and recruitment of research leaders.

Campus Expansion

The campus expansion into the former IAT building was completed as planned while the start of the construction of the campus extension was delayed by approximately one year. The campus expansion remains a vitally important initiative for the university to accommodate the targeted enrollment increases and specialized teaching and laboratory facilities required for the planned medical school as well as the improved facilities to enhance campus life. At present, the campus expansion is targeted for completion in Q4 2015.

Establish Student Learning and Resource Center

Student Learning Centers have been established on both campuses and an Interim Director appointed, however efforts to date have primarily supported preparatory education. Further work is required to broaden the scope of activities to encompass undergraduate and graduate education, recruit center staff and develop and procure resource materials, all of which are dependent on appointment of a permanent Director. The recruitment of the Center’s Director was delayed and is expected to commence shortly. As well, a state of the art facility is part of the campus expansion plan

Establish Institute for Educational Research and Innovation

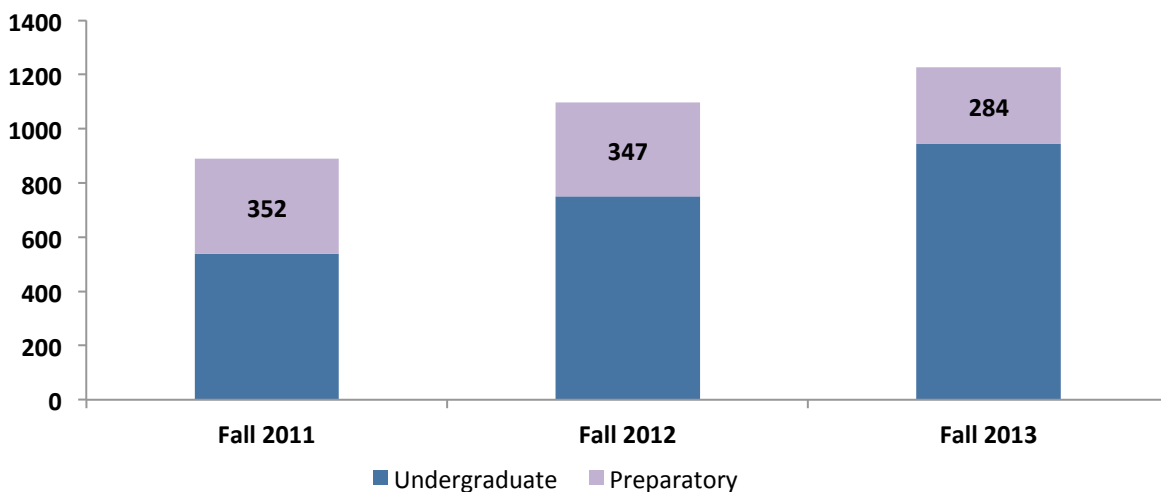
The strategic initiative to establish the Institute was re-considered and the decision taken to concentrate efforts on providing systematic, mentoring support for new faculty rather than creating a stand-alone Institute. All newly hired Assistant Professors have been assigned a mentor. In the coming year, work will

commence on the establishment of a Faculty Development Unit which is to be much broader in scope than the Institute and encompass other areas of career development for the professoriate such as grantmanship, publishing and networking.

#### Revitalize and Systematize Student Recruitment – Attract best UAE students

The university established the Office of Student Recruitment and Admissions early in 2013 specifically to spearhead the student recruitment initiative for the university. While the office and its initial recruitment plan were developed very late for the Fall 2013 recruitment cycle, the university nonetheless had a modest increase in undergraduate applications of 5.8 % over the previous year. The University seeks to recruit only the most highly qualified applicants and accepted roughly one in four applicants who, collectively, had a high school average of 92%. Overall undergraduate enrollment continues to increase as shown in Table 3.

**Table 3: Undergraduate/Preparatory Enrollment**



Student recruitment remains a strategic priority for the university as it strives to fulfill its’ mission. The Office of Student Recruitment and Admissions is tasked with developing and implementing an annual recruitment plan focused on increasing the number of applicants, particularly from highly qualified nationals, while maintaining our highly selective standards.

#### Identify opportunities and Strategies for To Enhance Faculty and Staff Engagement

The university partnered with Dr. Tamer of Insight Consulting who conducted the employee engagement survey on the university’s behalf during October and November 2013 which was one year behind schedule due to staff turnover in Human Resources. The results of the employee engagement survey will be disseminated and action plans developed and implemented during 2014. The survey results will provide the necessary benchmarking data with which the university can measure its performance over time.



### Increase Co-Curricular Opportunities for Students

When the initiative to increase the co-curricular offerings and participation of students in such offerings was identified, it was recognized that there was a paucity of data regarding student satisfaction and participation in co-curricular activities. The University conducted a Student Satisfaction Survey during December 2013 and the results will provide baseline data with which to measure student participation and satisfaction with co-curricular activities going forward.

Ultimately, the provision of co-curricular offerings is but one element of a multi-faceted approach to promoting student success. Accordingly, the university has determined that it is more appropriate to broaden this initiative to include the full range of activities typically described as enrollment management which aim to promote student academic success and typically measured by overall student satisfaction and student retention and graduation rates. The Enrollment Management and Student Recruitment Committee have been charged with designing and implementing a student retention strategy.

### Establish and Fund Employee Development Plans

The university's Learning and Development Committee was established and developed guidelines and forms for the submission and review of employee training requests. A central Training Fund was established and twenty-two (requests) were funded for the year. Accordingly, the deliverables associated with this initiative have been achieved. The university is committed to fostering employee development and the Human Resources unit is charged with this responsibility as one of its continuing operational goals.

### Establish External Relations Function and Institutional Communication Plan and Strategy

Progress with the establishment of an integrated external relations function and concomitant communication plan was delayed by approximately sixteen months as a result of staff turnover. The university's new website and the Alumni Association both were launched in December 2013. The first Alumni Relations Officer was appointed in June 2013 and Alumni Self-Service was recently launched to promote ongoing alumni engagement with the university.

The university newsletter "Reflections" was launched as planned in September 2012 and three editions have been published thus far. The efforts to promote public awareness through the use of social and print media exceeded the target with eight to ten press releases per month, an increase in Twitter followers from 600 to 3,400 and 216 unique media stories for the year ending August 2013. The increase in the number of qualified applicants to the university is also an indicator of our success in promoting public awareness of the university.

External Relations seeks to promote the university's brand and extend its reputation among multiple constituencies and these activities are important contributors to realizing the universities strategic goals and objectives.

### Establish Institutional Effectiveness Plan

The Commission on Academic Accreditation Standards for Licensure and Accreditation 2011 set out the quality assurance standards that an institution must meet to retain its licensure and the university fulfilled these requirements during its' 2013 application for re-licensure. The quality assurance process used by both the academic and administrative units is now documented in the Quality Assurance Manual and may be obtained at <https://portal.kustar.ac.ae/presoff/SitePages/IRP.aspx>

As noted earlier, the vast majority of the strategic initiatives that were identified in June 2012 have been completed and a process for annual goal setting and monitoring progress has been put in place for all units to ensure compliance with the Strategic Plan and measure progress. Unit plans are complemented by goal setting for staff as part of the performance management system.

The university implemented a business intelligence solution to improve our capacity to produce a core set of institutional data in a consistent and timely manner.

Institutional Research and Planning carried out a research project to benchmark student satisfaction with various aspects of their university experience and inform our institutional improvement efforts. The university's 2012 Fact Book was published and the 2013 Fact Book is in press.

### Establish Medical School Partnership and School

The university has agreed on the principles under which a collaborative agreement with a leading American University Research Medical School is to be based and submitted the proposal for the establishment of the medical school for approval to the Executive Council in June 2012. No further action may be taken on the medical school initiative until approval is granted.

**Appendix II**  
**Institutional Areas of Strategic**  
**Focus Areas for 2014 and 2015**

STRATEGIC FOCUS	KEY TASKS	KEY PERFORMANCE INDICATORS
ENROLLMENT MANAGEMENT	Construct Five Year Enrollment Projection Model Design and Implement Student Retention Strategy Benchmark Admissions, Scholarship and Employment Rates with Competitor Institutions	Available Fall 2014  AY 2014-15 implementation  May 2014
FACULTY RECRUITMENT & DEVELOPMENT	Launch Mandatory Faculty Orientation/Professional Development Program Document Appointment and Promotion Procedures in Faculty Handbook	Fall 2014 launch # of sessions  Fall 2014
INTERDISCIPLINARY RESEARCH	Establish Research Clusters Appoint Center Leaders Establish Search Committees	# of clusters # leaders appointed # committees/# new hires
EXTERNAL RELATIONS	Maintain Sustained Media Presence Increase Use of Social Media Leverage Events to Expand KU Presence Improve Regular Communication Improve KU Website Content	# media stories/month # followers; # entries # events/year # newsletters distributed # website reviews
EMPLOYEE DEVELOPMENT	Increase Employee Participation in Training Assess Employee/Supervisor Satisfaction with Training Develop Succession Planning Model	% employees who participate % satisfaction # career series with documented training requirements Succession Planning model approved.
New Program Development	Medical School: Pending government approval  Expanded MSc Offerings Expanded BSc Offerings Planning and Timeline for College of Management	Collaborative Agreement Appointment of Dean # of new MSc programs (2 by Fall 2014) # of new BSc programs (1 /year in Sciences/Engineering) Available Fall 2014
INSTITUTIONAL EFFECTIVENESS	ABET Self Study and Site Visit Alumni and Employer Survey of Recent Graduates	# Programs Accredited Overall Satisfaction (%)
FISCAL SUSTAINABILITY	Negotiate Funding Formula Prepare Five Year Financial Plan Establish University Endowment Fund Increase External Sponsorship	Formula Approved by EC BoT approval of plan EC approval of Endowment % Increase in Sponsorship

## **Appendix III**

# **Khalifa University's Strategic Goals 2012-2017 and Associated Key Performance Indicators**

	Research and Innovation	Educational Excellence	Student Centric	University Community	External Relations	Institutional Effectiveness
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Financial Resources (FR 1-10)		X				X
Accreditation (A1-4)		X				X
Labour Market (LM1 -3)			X		X	
Market Share (MS1-3)		X			X	
Media (M1-4)				X	X	
Social Responsibility (SR1 -7)		X	X			
Admission & Selectivity (AS1-4)		X				
Infrastructure (I1-2)		X		X		X
Faculty Load (FL 1-2)	X	X				
Recruitment & Retention (RR1-3)	X			X		
Faculty Quality (FQ 1-5)	X	X				X
Faculty & Staff Diversity (FSD1-3)				X		
Emiritization (E1-7)				X		
Program Quality (PQ 1-5)		X	X		X	X
Student Attainment ( SA1-4)		X	X			
Student Diversity (SD 1-4)		X	X	X		
Employability (E1-4)		X	X		X	X
Graduate Education (GE1-5)	X	X			X	
New Program Development (NP1-4)	X	X	X			
Research Output (RO 1-7)	X				X	

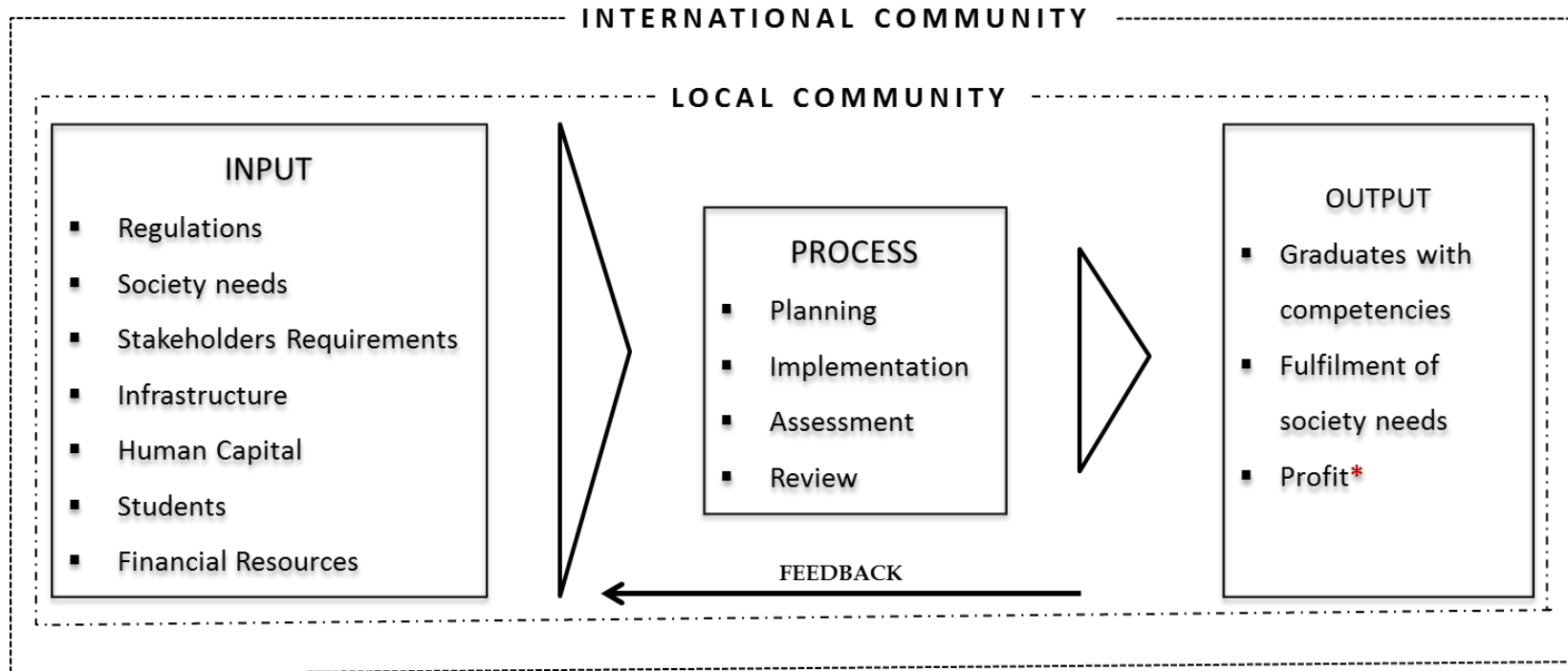


## **Appendix IV**

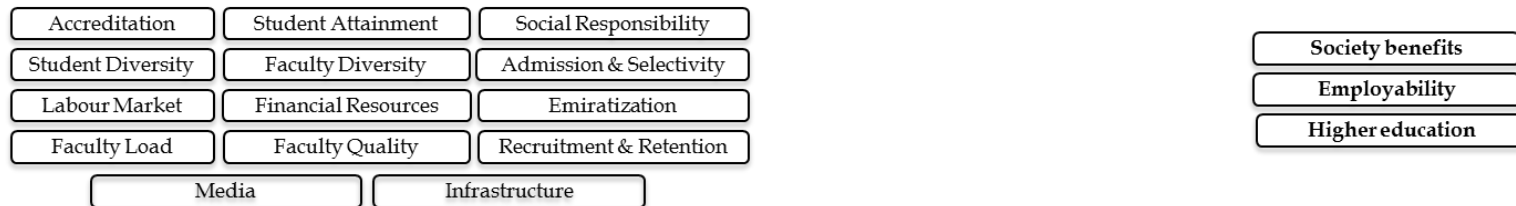
# **Key Performance Indicators**

March 2014  
Version 5.0

# Education Ecosystem



## KPI AREAS



\* Private Sector



AREA	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS		
			KPI Code	Indicator	
INSTITUTIONAL INFORMATION (II)	Financial Resources (FR)	<ul style="list-style-type: none"> <li>Control expenditures within a budget formula approved by the Board of Trustees</li> </ul>	II-FR1	Cost per preparatory student <sup>2</sup>	
			II-FR2	Cost per undergraduate student	
			II-FR3	Cost per graduate student	
			II-FR4	Cost per program	
			II-FR5	Budget variance	
		<ul style="list-style-type: none"> <li>Maximize expenditures directly related to state of the art instructional and laboratory equipment to ensure the highest caliber learning experience.</li> </ul>	II-FR6	Expenditure spent on Learning / Total Expenditures	
			<ul style="list-style-type: none"> <li>Solicit Industry commitment to supply state of the art equipment and professional support</li> </ul>	II-FR7	In-kind <sup>3</sup> items donated by Industry Partners <sup>4</sup> per program
				<ul style="list-style-type: none"> <li>Maintain the student / staff ratio and section sizes to standard of best practice</li> </ul>	II-FR8
		II-FR9	Students / Class		
		II-FR10	Students / Laboratory		

<sup>2</sup> Student enrolled at the Foundations-level and pursuing remedial instruction in English and Mathematics.

<sup>3</sup> Equipment and materials provided by external partners

<sup>4</sup> Business and industry organizations that support the educational institution by providing resources (human capital, equipment, funding, etc.

AREA	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS		
			KPI Code	Indicator	
INSTITUTIONAL INFORMATION (II)	Accreditation (A)	<ul style="list-style-type: none"> <li>Achieve National Accreditation and International Accreditation</li> </ul>	II-A1	ABET self-study submission	
		<ul style="list-style-type: none"> <li>Benchmark program delivery and standards against international institutes.</li> </ul>	II-A2	Eligible programs (MSc. InfoSec, MSc. Nuc. Eng.) accredited by C AA	
			II-A3	Programs reviewed by international advisory committee	
		<ul style="list-style-type: none"> <li>Ensure programs will be mapped to the Emirates Qualification Framework</li> </ul>	II-A4	Accredited Programs mapped to QFE	
	Labour Market (LM)	<ul style="list-style-type: none"> <li>Establish a data bank to track all current, new, and emerging technical Industries and careers.</li> </ul>	II-LM1	Data bank in place and operational	
			II-LM2	Industry Advisory Committee convened / program/ each containing two members suitable for part-time teaching/mentorship	
		<ul style="list-style-type: none"> <li>Offer students adequate internship opportunities</li> </ul>	II-LM3	Senior students participating in internships	
	Market Share (MS)	<ul style="list-style-type: none"> <li>Ensure the University remains competitive in maximizing its market share of students</li> </ul>	II-MS1	Students enrolled on 20th day of class relative to total offers of admission	
			II-MS2	Students enrolled on 20 <sup>th</sup> day of class relative to Day 1 registrants	
			II-MS3	Acceptance rate <sup>5</sup>	
			II-MS4	Number of applications	
			<ul style="list-style-type: none"> <li></li> </ul>	II-MS5	New Prep/UG Intake
			<ul style="list-style-type: none"> <li>Increase engagement with external partners and awareness of university brand and events</li> </ul>	II-MS6	Surveyed individuals aware of university brand and events

<sup>5</sup> Total number of accepted students / Total numbers of application received

AREA	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS	
			KPI Code	Indicator
INSTITUTIONAL INFORMATION (II)	Media (M)	<ul style="list-style-type: none"> <li>Ensure that the University website is reviewed and updated</li> </ul>	II-M1	Reviews per instructional term
		<ul style="list-style-type: none"> <li>Ensure that all appropriate social media vehicles are engaged.</li> </ul>	II-M2	Followers
			II-M3	Social Media vehicles engaged <sup>6</sup>
		<ul style="list-style-type: none"> <li>Capture social media contacts for all students</li> </ul>	II-M4	Student social media contacts captured
	Social Responsibility (SR)	<ul style="list-style-type: none"> <li>Foster engagement with the community and relevant stakeholders</li> </ul>	II-SR1	Events/ Open Days conducted
			II-SR2	Students Participation in National Events
			II-SR3	High School students invited to participate in educational and outreach programs
			II-SR4	Community service hours per academic year per student
		II-SR5	Faculty participating in outreach events	

<sup>6</sup> Social media vehicles are Facebook, Twitter, LinkedIn, Instagram, Tumblr, Snapchat, etc.

AREA	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS	
			KPI Code	Indicator
INSTITUTIONAL INFORMATION (II)	Social Responsibility (SR)	<ul style="list-style-type: none"> <li>Direct the development of teams to successfully participate in International and Regional competitions</li> </ul>	II-SR6	Awards / Medals / Recognitions achieved in the Regional and International Competitions.
		<ul style="list-style-type: none"> <li>Ensure the facilities meet all Health and Safety Standards required by law</li> </ul>	II-SR7	HSE Audit conducted successfully
	Admission & Selectivity (AS)	<ul style="list-style-type: none"> <li>Strengthen the first year campus life experience for all students</li> </ul>	II-AS1	Academically eligible students retained
		<ul style="list-style-type: none"> <li>Minimize student time spent in the Foundations to one year.</li> </ul>	II-AS2	Students completing foundation year in one academic year
		<ul style="list-style-type: none"> <li>Increase the average school score of admitted students</li> </ul>	II-AS3	Average school score of enrolled students
		<ul style="list-style-type: none"> <li>Increase the number of full time undergraduate student applicants eligible for direct admission</li> </ul>	II-AS4	Students directly admitted
Infrastructure (I)	<ul style="list-style-type: none"> <li>Ensure the University facility meets National HSE standards</li> </ul>	II-I1	Successful facility audit conducted per instructional term <sup>7</sup>	
	<ul style="list-style-type: none"> <li>Ensure the cost associated with operation and maintenance of the facility remains within budget</li> </ul>	II-I2	Budget variance	

<sup>7</sup> Audit conducted by third party

AREA	SUB AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS	
			KPI Code	Indicator
HUMAN CAPITAL (HC)	Faculty Load (FL)	<ul style="list-style-type: none"> <li>Distribute faculty responsibilities effectively.</li> </ul>	HC-FL1	Teaching Credit hour equivalent/week
			HC-FL2	Research credit hour equivalent/week
	tment & Retention	<ul style="list-style-type: none"> <li>Foster an environment that cultivates faculty and staff retention and minimizes costly staff turnovers.</li> </ul>	HC-RR1	Faculty & staff successfully completed probationary period
			HC-RR2	Faculty & Staff retained <sup>8</sup>
			HC-RR3	Faculty & Staff satisfied with the work environment, salary and benefits package and sense of job satisfaction
			HC-RR3	Faculty & Staff satisfied with the work environment, salary and benefits package and sense of job satisfaction
	Faculty Quality (FQ)	<ul style="list-style-type: none"> <li>Employ a dedicated team of full time faculty empathetic to the needs of all students.</li> </ul>	HC-FQ1	Full Time Faculty
			HC-FQ2	Faculty with terminal degree from top 100 universities
			HC-FQ3	Faculty with terminal degree from top 500 universities
			HC-FQ4	Faculty above assistant professor level
			HC-FQ5	Faculty achieving “Good “ rating or above in student feedback
HC-FQ5			Faculty participating in industry research related activities	
Faculty & Staff Diversity (FD)	<ul style="list-style-type: none"> <li>Foster an environment of cross culture collaboration</li> </ul>	HC-F3D3	Faculty and Staff employed from same Nationality	

<sup>8</sup> Faculty and Staff renew their contracts

AREA	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS	
			KPI Code	Indicator
AREA	Emiratization (E)	<ul style="list-style-type: none"> <li>Establish UAE national employee development plan</li> <li>Work towards Emiratization of both faculty and staff</li> </ul>	HC-E1	Nationalization Plan Submitted to the BoT <sup>9</sup>
			HC-E2	UAE national staff employed
			HC-E3	UAE national faculty employed
			HC-E4	UAE nationals in progress to assume leadership positions
			HC-E5	Professional development program attended by UAE employees / year
			HC-E6	UAE national staff and faculty clear about their career path
LEARNING (L)	Programs Quality (PQ)	<ul style="list-style-type: none"> <li>Ensure all programs meet the skill requirements for student placement in the related jobs and career pathways</li> </ul>	L-PQ1	Employers satisfied <sup>10</sup> with the student preparedness for employment
			L-PQ2	Programs with member from industry on their advisory board
		<ul style="list-style-type: none"> <li>Implement a formal evaluation system to measure students satisfaction to continually improve the quality of programs offered</li> </ul>	L-PQ3	Students satisfied with university Curriculum, Teaching and Facilities
			L-PQ4	Fresh graduates completing the satisfaction survey
			L-PQ5	Alumni completing satisfaction survey

<sup>9</sup> Board of Trustees

<sup>10</sup> Employers Criteria

AREA	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS	
			KPI code	Indicator
LEARNING (L)	Student Diversity (SD)	<ul style="list-style-type: none"> <li>Foster an environment of cross-cultural collaboration among all students by maintaining a balance between the numbers of Emirati to Expatriate students in each class for classes in which expats are authorized for enrollment.</li> </ul>	L-SD1	Emirati / Expat Students per class
			L-SD2	Emirati / Expat students going abroad in internship or competition
			L-SD3	Exchange students with partner institutions <sup>11</sup>
			L-SD4	Exchange students from partner institutions <sup>12</sup>
SYSTEM PERFORMANCE (SP)	Employability (E)	<ul style="list-style-type: none"> <li>Establish a data bank to track all current, new and emerging technical industries and careers</li> </ul>	SP-E1	Potential employers identified per specialization
			SP-E2	Students <sup>13</sup> with future employment contract
		<ul style="list-style-type: none"> <li>Secure employment of graduates in their area of study</li> </ul>	SP-E3	Graduates employed within 3 months of graduation
			SP-E4	Graduates employed within 6 months of graduation

11 Total no. of students participating in exchange programs with partner institutions in other countries/ Total number of enrolled students (All years).

12 Total no. of students participating in exchange programs from partner institutions in other countries/ Total number of enrolled students (All years)

13 UAE nationals willing to work

AREA	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS	
			KPI code	Indicator
SYSTEM PERFORMANCE (SP)	Graduate (GE)	<ul style="list-style-type: none"> <li>Ensure majority of graduate programs are engineering-based.</li> </ul>	SP- GE1	Engineering programs offered
		<ul style="list-style-type: none"> <li>Ensure quality of admitted students to graduate programs</li> </ul>	SP-GE2	Students enrolled / program
			SP-GE3	Students admitted from top institutions as agreed by BoT
		<ul style="list-style-type: none"> <li>Explore joint programming with other higher education institutions</li> </ul>	SP-GE4	Joint programs explored
	New Program Development Education (NP)	<ul style="list-style-type: none"> <li>Develop plan for the expansion of Master's degree options; ensure pathway from all undergraduate BSc programs to appropriate PhD program</li> </ul>	SP-GE5	Number of new MSc's
		<ul style="list-style-type: none"> <li>Develop accelerated BSc./MS degree programs</li> </ul>	SP-NP1	BSc./MS degree programs planned/offered
		<ul style="list-style-type: none"> <li>Carry out Implementation Plan for CM&amp;HS once approved</li> </ul>	SP-NP2	MD program opened in timely way after approval (implementation plan already developed)
		<ul style="list-style-type: none"> <li>Establish plan for the development of a College of Logistics &amp; Applied Management</li> </ul>	SP-NP3	Plan developed
		<ul style="list-style-type: none"> <li>Establish and monitor benchmarks for the development of a College of Science</li> </ul>	SP-NP4	New BSc programs introduced/year



	SUB-AREA	OBJECTIVE	KEY PERFORMANCE INDICATOR DETAILS	
			KPI code	Indicator
Research Output (RO)	<ul style="list-style-type: none"> <li>Provide environment that supports research activities</li> </ul>	SP-RO1	Quality peer reviewed journal papers (indexed by Web-of-Science) published per faculty per year	
		SP-RO2	Annual increases in citations/faculty	
		SP-RO3	External research grants	
		SP-RO4	Patents filed <sup>14</sup> Patents awarded	
	<ul style="list-style-type: none"> <li>Foster relations with universities abroad</li> </ul>	SP-RO5	Students publishing papers in international conferences	
		SP-RO6	International partnership created	
		SP-RO7	Major international conferences organised	

<sup>14</sup> Total number of patents filed

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