



Sorbonne University  
Abu Dhabi

# STRATEGIC PLAN

2024-2028





In Collaboration with:



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## Message from **THE VICE-CHANCELLOR**



### **Prof Nathalie Martial-Braz**

Vice-Chancellor Sorbonne University Abu Dhabi

Dear colleagues, students and members of the university community,  
Dear Sorbonians and les Amis de la Sorbonne and Compagnons de Lumière,

It is with a deep sense of commitment to our mission and vision that we are proud and pleased to present today the new strategic plan designed to guide the Sorbonne University Abu Dhabi for years to come. This plan embodies our desire to build a future where education, research and innovation drive progress, cultural harmony and mutual respect.

Our vision is of a university that fosters intellectual experience, cutting-edge multidisciplinary research and innovation, critical thinking, cultural harmony and tolerance for the benefit of society.

Our mission has always been and remains based on building a bridge between civilisations through excellence in education and research, combining the celebrated French model of learning and knowledge development with the vision of the UAE.

This plan symbolises our REVES, dreams, it represents our commitment to our values of respect, tolerance, ethics, integrity and innovation.

We are committed to pursuing cutting-edge **Research**, exploring new horizons of knowledge and making a significant contribution to the progress of UAE, French and international society through our research work.

We are committed to providing a quality **Education** that prepares our students to succeed in an ever-changing world, cultivating their critical thinking, creativity and ability to adapt to future challenges.

We will strive to increase Sorbonne University Abu Dhabi's **Visibility** regionally and globally, highlighting our academic achievements and strengthening our strategic partnerships with renowned institutions.

**Excellence** is at the heart of everything we do. We strive for excellence at every level, in research, teaching and community service, constantly striving to exceed expectations and reach new heights.

We are committed to acting in an environmentally, socially and economically responsible manner, integrating the principles of **Sustainability** into all our decisions and actions, and thereby contributing to a better future for all.

Together, these five pillars embody our dreams and our collective commitment to building tomorrow's society through our actions, our institution, our community and the world around us.

Together, we can make our vision a principle of life.  
Together, we can turn our Rêves into reality!  
Let's dream together...

**Prof Nathalie Martial-Braz**  
Vice-Chancellor Sorbonne University Abu Dhabi

## Message de **LA VICE-CHANCELIÈRE**



### **Prof. Nathalie Martial-Braz**

Vice-chancelière, Sorbonne Université Abu Dhabi

Chers collègues, chers étudiants et membres de la communauté universitaire,  
Chers Sorboniens et Chers Amis de la Sorbonne et Compagnons des Lumières

C'est avec un profond sentiment d'engagement envers notre mission et notre vision que nous sommes fiers et heureux de présenter aujourd'hui le nouveau plan stratégique conçu pour guider la Sorbonne Abu Dhabi pour les années futures. Ce plan incarne notre volonté de bâtir un avenir où l'éducation, la recherche et l'innovation sont les moteurs du progrès, de l'harmonie culturelle et du respect mutuel.

Notre vision est celle d'une université qui encourage l'expérience intellectuelle, la recherche et l'innovation multidisciplinaires de pointe, la pensée critique, l'harmonie culturelle et la tolérance au profit de la société.

Notre mission a toujours été et reste fondée sur la volonté de construire un pont entre les civilisations grâce à l'excellence de l'éducation et de la recherche, en associant le célèbre modèle français d'apprentissage et de développement des connaissances à la vision des Émirats arabes unis.

Ce plan symbolise nos REVES, il représente notre engagement envers nos valeurs de respect, de tolérance, d'éthique, d'intégrité et d'innovation.

Nous nous engageons à poursuivre la **Recherche** de pointe, à explorer de nouveaux horizons de connaissance et à contribuer de manière significative au progrès de la société émirienne, française et internationale à travers nos travaux de recherche.

Nous avons à cœur de fournir une **Éducation** de qualité qui prépare nos étudiants à réussir dans un monde en constante évolution, en cultivant leur esprit critique, leur créativité et leur capacité à s'adapter aux défis futurs.

Nous nous efforcerons d'accroître la **Visibilité** de Sorbonne Abu Dhabi à l'échelle régionale et mondiale, en mettant en lumière nos réussites académiques et en renforçant nos partenariats stratégiques avec des institutions de renom.

**L'Excellence** est au cœur de tout ce que nous entreprenons. Nous visons l'excellence à tous les niveaux, tant dans nos activités de recherche, d'enseignement que de service à la communauté, en cherchant constamment à dépasser les attentes et à atteindre de nouveaux sommets.

Nous sommes résolus à agir de manière responsable sur le plan environnemental, social et économique, en intégrant les principes de **Sustainability** dans toutes nos décisions et nos actions, et en contribuant ainsi à un avenir meilleur pour tous. Ensemble, ces cinq piliers incarnent nos rêves et notre engagement collectif pour construire la société de demain à travers nos actions, notre institution, notre communauté et le monde qui nous entoure.

Ensemble, nous pouvons faire de notre vision un principe de vie.  
Ensemble, nous pouvons transformer nos rêves en réalité!

**Prof. Nathalie Martial-Braz**  
Vice-chancelière, Sorbonne Université Abu Dhabi

# VISION

Fostering intellectual excellence, cutting-edge, multidisciplinary research and innovation, critical thinking, cultural harmony and tolerance for the benefit of society.

# MISSION

Building the bridge between civilizations through excellence in education and research, uniting the renowned French model of learning and knowledge development with the vision of the UAE.

# VALUES

## Respect

To cultivate an environment where every individual's ideas and perspectives are acknowledged and treated with respect.

## Tolerance

To promote tolerance by celebrating diversity, encouraging open dialogue, and fostering an inclusive atmosphere where various backgrounds and beliefs are welcomed.

## Commitment

Our commitment to excellence in education and research is unwavering, as we persistently strive to provide the best opportunities for our students and contribute to society.

## Ethics

Upholding the highest ethical standards is a fundamental principle at SUAD, guiding our actions, decisions, and interactions with integrity and responsibility.

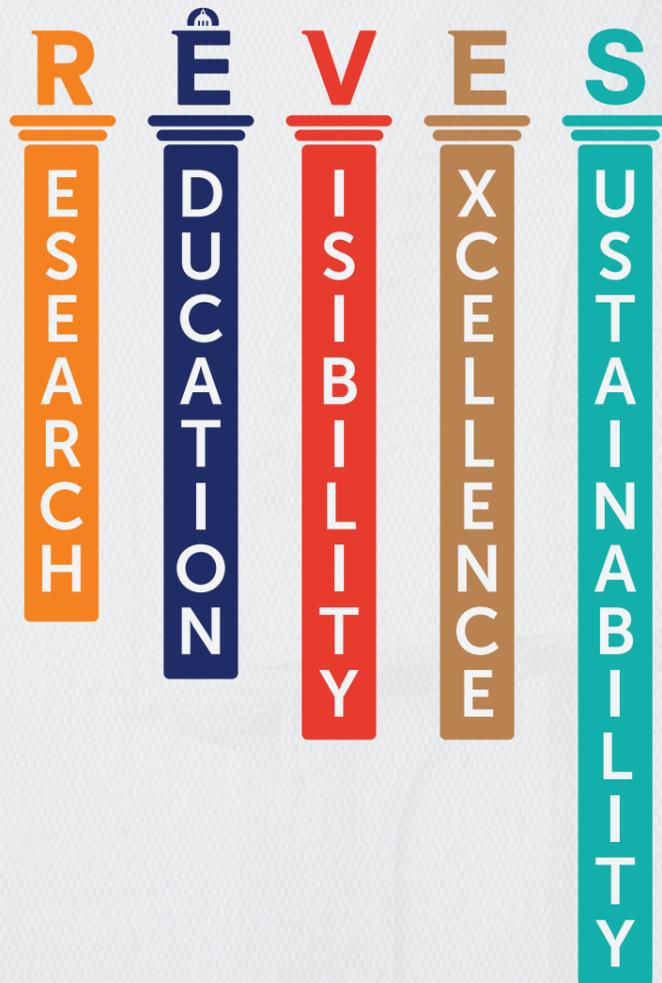
## Integrity

Integrity is at the heart of everything we do at SUAD, as we ensure honesty, transparency, and accountability in all our endeavors.

## Innovation

To foster innovation by continuously seeking new ways to enhance learning, research, and engagement, allowing our students and faculty to explore and push the boundaries of knowledge and creativity.





## RESEARCH

- Develop research with impact.
- Build interdisciplinary, transnational collaborative research.
- Promote Open Science.
- Expand research networks.
- Empower research aimed at achievement of the UN SDGs.
- Create research with industrial and socio-economic synergies.

## EDUCATION

- Review curricula and stimulate pedagogical innovation.
- Enhance learner support.
- Promote lifelong learning.
- Develop partnerships for student mobility.
- Embed research informed teaching.
- Improve employability and entrepreneurship.

## VISIBILITY

- Cultivate our identity and reputation.
- Engage with global partners.
- Enhance community engagement.
- Create a cultural and societal agora.
- Foster internationalization and the nurturing of global citizens.
- Develop a globally connected community.

## EXCELLENCE

- Be a reference of excellence for knowledge dissemination.
- Enhance excellence in inclusion, diversity, equality and tolerance.
- Become the hub for European and Emirati culture, humanities and arts.
- Promote the concept of valorization of excellence.
- Pursue excellence in student wellbeing.
- Commit to excellence in governance.

## SUSTAINABILITY

- Promote an institutional culture based on social and civic responsibility.
- Develop ecosystems of sustained intellectual contribution.
- Build a sustainable university model.
- Build partnerships to support responsible and sustainable stewardship.
- Raise future generations of conscious citizens.
- Support national and international efforts to achieve the UN 2030 Sustainable Development Goals.

# RESEARCH

Sorbonne University Abu Dhabi is committed to delivering flagship, multi-disciplinary research initiatives through integration and development to guarantee the critical mass for research effectiveness in the SUAD ecosystem and to meet the societal challenges and national priorities of the UAE.

## OBJECTIVES

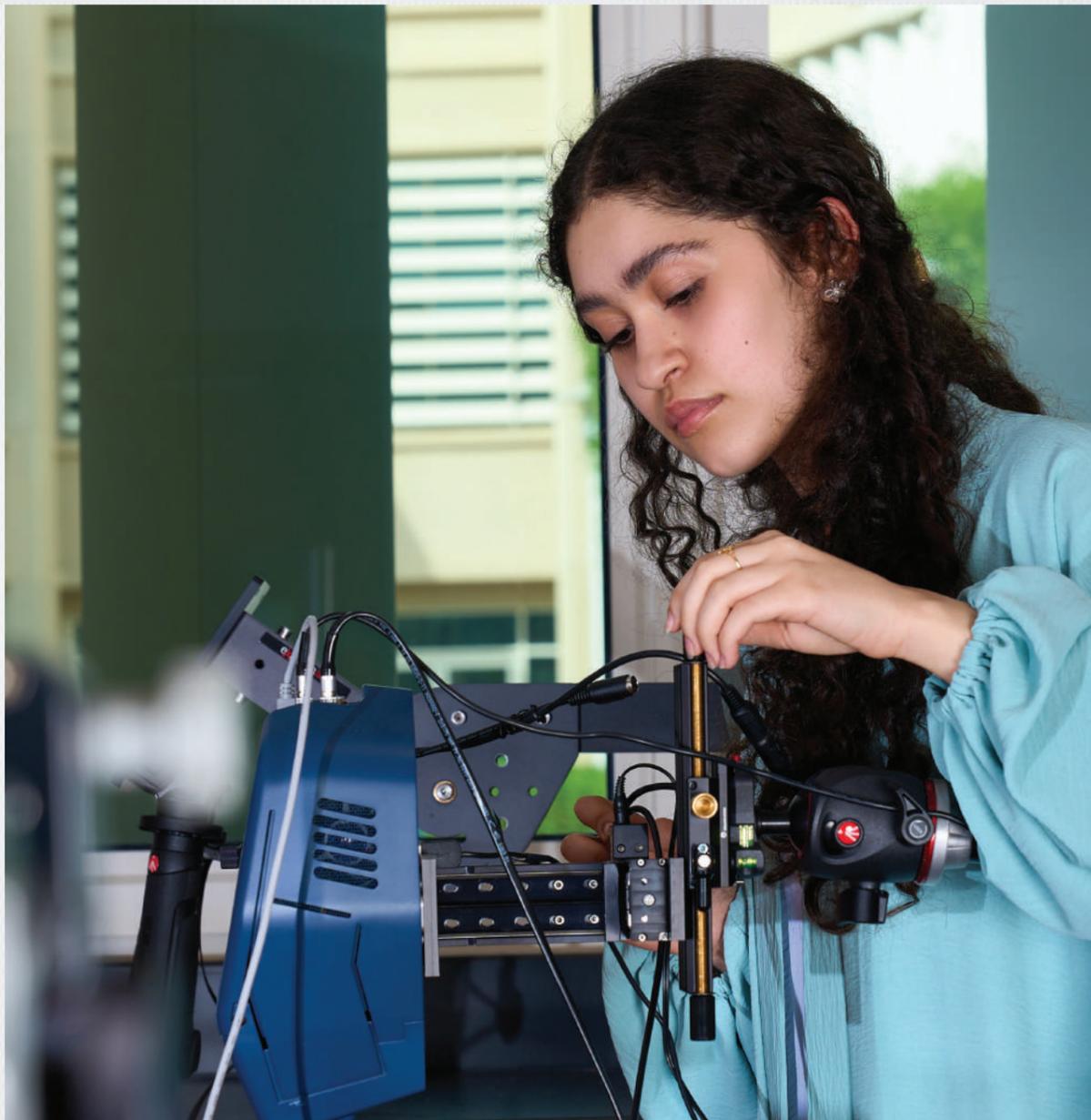
- I. Develop research with impact.
- II. Build interdisciplinary, transnational collaborative research.
- III. Promote Open Science.
- IV. Expand research networks and partnerships.
- V. Empower research aimed at achievement of the UN Sustainable Development Goals.
- VI. Create research with industrial and socio-economic synergies.



## I. DEVELOP RESEARCH WITH IMPACT

### Strategies

In a transdisciplinary university such as Sorbonne University Abu Dhabi, our primary goal is to foster impactful research that aligns with the national priorities of the UAE, and global challenges. This commitment will drive a comprehensive and collaborative strategy that transcends traditional academic boundaries and engages stakeholders beyond academia. To achieve this vision, we have outlined a multifaceted approach.



### RESEARCH INCENTIVES AND SUPPORT

To develop research capacity, we are committed to offering a range of incentives and support. These have the dual purpose of increasing the number of researchers across our diverse institutes, laboratories, and research centres and of encouraging greater participation in cross-disciplinary work. These measures will extend to doctoral and post-doctoral fellows, as well as to experienced researchers who will provide research supervision.

### COLLABORATIVE RESEARCH PARTNERSHIPS

Stakeholder engagement is also a pivotal aspect of our strategy. We will actively develop new strategic partnerships with external stakeholders in industry, government, and NGOs to create a forum for defining research priorities and co-creating innovative solutions in line with the Sustainable Development Goals set by the United Nations, as well as with local and international socio-economic needs and expectations.

### RESEARCH IMPACT ASSESSMENT METRICS

Our commitment to rigorous impact assessment is unwavering. At SUAD, we will develop and implement a range of metrics that go beyond conventional academic measures, encompassing societal, economic, and environmental impacts. These metrics will serve as a barometer of our progress.

### ESTABLISH A RESEARCH SUPPORT CENTRE

To provide comprehensive support for our growing research community, we will establish a dedicated research support centre to assist and promote the activities of the SUAD Research Institute.

### BUILDING A RESEARCH POOL OF EXCELLENCE

Recruiting, supporting, and retaining staff actively engaged in research is a top priority for SUAD. We will align new academic appointments with thematic research priorities and offer guidance through research mentoring.

SUAD is committed to establishing clear research expectations for faculty members, ensuring that they have access to the necessary support to thrive in their research endeavours. Through these integrated efforts and plans, we aim to enhance research impact and ensure that our institution plays a significant role in advancing the national priorities of the UAE, and promoting a culture of innovation, collaboration, and excellence.

## II. BUILD INTERDISCIPLINARY, TRANSNATIONAL COLLABORATIVE RESEARCH

### Strategies

Our objective, at SUAD, is to establish ourselves as leaders, not only in our region but on a global scale by engaging in collaborative and international research initiatives aimed at addressing complex challenges that transcend geographical and disciplinary boundaries. To attain this vision, several critical steps have been identified.

First and foremost, it is imperative that we collectively define the specific objectives of our transdisciplinary research strategy. This will involve determining which areas of research will take precedence and identifying the global challenges and themes in which our researchers can provide expertise. SUAD's research objectives will be aligned with both the disciplines and fields of excellence of Sorbonne Université (SU) and Université Paris Cité (UPC), and the needs of the market in which it operates.

In summary, SUAD's strategic objectives are designed to bridge the gap between academic research and the needs of industry and society. The university intends to develop partnerships, consultancy services, diversified funding sources, and innovation incubators to ensure that its research activities have a real-world impact and contribute to socio-economic growth and competitiveness on a global scale.

We will host, establish, and promote specialized and transdisciplinary research centres and institutes, such as:

#### **SUAD RESEARCH CENTRES**

##### **Sorbonne Centre for Artificial Intelligence (Scai)**

A transdisciplinary institute for artificial intelligence, which has the resources in both the sciences and the humanities to develop excellent research in artificial intelligence.

##### **The French Research Centre of the Arabian Peninsula (CEFREPA)**

A research center with a regional vocation, which aims to support research carried out on the entire Arabian Peninsula. It is part of the network of French research institutes abroad (Ministry for Europe and Foreign Affairs & CNRS), which is made up of 27 institutions present in more than 30 countries.

##### **The Ocean Institute**

The Sorbonne University Abu Dhabi Ocean Institute aims to develop research and education to support the holistic monitoring of the UAE coastal areas; the development and dissemination of Ocean Science, and through scientific research and community engagement, the creation of the world's first Biofoundry dedicated to marine algae.

We will also engage with some mirror institutions from Paris universities which can develop transdisciplinary research in the field of the axes of the SUAD research Institute, such as:



##### **Centre du Droit des Affaires et de Gestion (CEDAG)**

The centre explores all areas of business activity in a cross-disciplinary way, from management to law, in a national and international context, taking into account the digital evolution of society.

##### **Institut d'Histoire du Droit (IHD)**

The Institute explores the history of modern and contemporary legal thought. It explores the history of legal thought in the broadest sense, including the contribution of the great jurists, the emergence and development of schools of thought, the production of legal works, the history of doctrinal currents, the history of concepts and manifestations of law since their genesis, and the dissemination of legal models.

##### **Centre Maurice Hauriou (CMH)**

A multi-disciplinary research centre, it covers all areas of public law and political science, focusing on five main areas: governance and public management, the State in Europe and globalisation, law and religion, law and geopolitics of the Arab world, energy markets and sustainable development law.

##### **Laboratoire Interdisciplinaire de Recherche Appliquée, Economie-Gestion et Santé (LIRAES)**

The Laboratoire is a transdisciplinary research unit that brings together teacher-researchers and researchers in economics, management and accounting to focus on the economic evaluation of healthcare policies and systems.

##### **Microeconomics, Institutions and Public Policies, and Decisions and Behaviour.**

### Transdisciplinary Research Training and Education

To become a world-class collaborative and transdisciplinary research institution, SUAD has identified the need to incorporate transdisciplinary research training and education into the curriculum to equip students with the essential skills and mindset required for successful international and interdisciplinary collaboration.

Similarly, we will foster a culture that encourages collaboration among academic disciplines, striving to create an environment where academics, researchers, students and society at large are inspired to work in unison, exchange ideas, and approach the intricate issues of today and tomorrow's society from diverse vantage points. This collective project could be achieved by developing specific areas for sharing and conviviality, cross-disciplinary seminars and by disseminating the main events and inputs through our website.

### Enhanced Research Infrastructure

SUAD is committed to investing in top-tier research infrastructure to ensure that all the requisite resources and technologies are accessible to researchers, students as well as to external partners. Over the next five years, our infrastructure will be developed to encompass state-of-the-art laboratories, data centres, and collaborative spaces, all designed to support the most exceptional interdisciplinary projects. Our research infrastructure will also align with the developments led



by Sorbonne Université (e.g. biofoundry industrial development) and collaboration will see the translation of these applications to align with the UAE specific environment in the fields of, amongst other things, space, marine studies and solar energy.

Investing in cutting-edge technologies and communication tools is fundamental to enable seamless collaboration between our researchers and institutions worldwide. We aim to develop international collaborations beyond what we have with our partner universities in Paris, by forging new research partnerships with other leading international institutions in the region.

### Diversity and Inclusion in Research

Diversity and inclusion are actively promoted within SUAD's research community, as we believe that a variety of perspectives and backgrounds enriches high-quality transdisciplinary research and foster a global perspective.

### Dissemination of Research Outcomes

Hosting international research symposia, conferences, and seminars is a tradition at SUAD as these events facilitate networking, future collaboration opportunities, and the dissemination of research results. Moreover, SUAD seeks to strengthen its connections with national research networks such as the University Climate Network (UCN) and global consortia, which often provide access to resources, funding opportunities, and platforms for sharing research results on a broader scale. Additionally, we underscore the importance of translating research findings into practical, globally applicable solutions. Our researchers are encouraged to effectively communicate their work to a broader audience, including decision makers, policymakers and the community at large by means as diverse as conferences, public debates or podcasts.

### Evaluation of Research Strategies

The effectiveness of our transdisciplinary research strategy will be continually assessed through regular evaluations. These evaluations will be based on conventional academic performance metrics and feedback from faculty and stakeholders, allowing us to ensure that our approach continues to meet the mission and vision of the University. SUAD will foster responsible, transparent and sustainable research assessment practices in line with the Coalition for Advancing Research Assessment (CoARA). The ten commitments of the Agreement on Reforming Research Assessment will be integrated into the University's practices whenever possible and relevant, in particular in the way project proposals are assessed and awarded.

By executing this comprehensive strategy, SUAD aims to not only achieve regional and global research excellence but also to make a substantial contribution to addressing the most pressing challenges of our time.

### III. PROMOTE OPEN SCIENCE

#### Strategies

Promoting open science entails creating an environment characterized by research transparency and accessibility. This necessitates a more robust commitment to open science which is outlined below.

#### RESEARCH LEADERSHIP FOR OPEN SCIENCE

SUAD will designate a leadership team to oversee open science and to develop a strategy for the University which outlines the vision for open science, specifically within the Research Institute and its Institutes, Centres, and Laboratories, and promotes and supports open science initiatives.

SUAD's research policy underscores the effective implementation of the open science vision across the entire university, mandating that researchers make their work open and accessible, whenever feasible.

SUAD also actively encourages the use of high-impact scientific journals according to international bibliometric rankings. These publications will be disseminated on open access databases.

#### TRAINING AND DEVELOPMENT ON OPEN SCIENCE

Training programmes and workshops will be developed on open science practices for faculty, researchers, and students. Furthermore, open science principles will be integrated into study programmes and research methodology courses. This will be incorporated into programme and curricula reviews.

Fostering a culture of open science is paramount for SUAD, and the university will contribute to this goal by organizing seminars, workshops, and conferences to engage with the local and global research community to promote best practices. SUAD will work in conjunction with French and international actors to ensure that authors retain their rights when publishing.

#### RESEARCH REPOSITORY

As part of its open science strategy, SUAD will leverage existing repositories to create a university data repository for the storage and sharing of all research data. Additionally, SUAD will invest in collaborative platforms and tools that facilitate open collaboration and data sharing among researchers.

#### ETHICAL AND LEGAL COMPLIANCE

SUAD recognizes the ethical and legal concerns associated with open science, including data confidentiality, copyright compliance, and the collection of consent. The university is committed to addressing these issues fully and ethically and will implement measures to ensure that research is conducted with due respect for intellectual property rights.

#### PEER REVIEW OF OPEN RESEARCH

SUAD is equally dedicated to ensuring that open science practices do not compromise the quality of research. To ensure this, we will implement peer review and validation mechanisms for open research. Through the comprehensive implementation of our open science, we will nurture a culture of open science, transparency, and collaboration. This, in turn, will significantly contribute to the advancement of our research and the dissemination of knowledge on a global scale.



## IV. EXPAND RESEARCH NETWORKS AND PARTNERSHIPS

### Strategies

SUAD's mission is to serve as a hub of research excellence, and expanding our networks and partnerships will help fulfill this fundamental role. Establishing new research networks and partnerships will enable us to promote innovation, knowledge exchange, and global influence.

#### EXTENSION OF RESEARCH NETWORKS AND PARTNERSHIPS

In our strategic plan, SUAD is committed to enhancing collaboration with existing partners and creating new networks and research partnerships in specific research areas, and strategic geographical regions, including Europe, the MENA region, Asia, and Oceania.

Existing research collaborations with international institutions, which were originally established for specific research projects, will be expanded and formalized. This includes natural collaborations with universities and research institutes in France such as Sorbonne Université and Université Paris Cité and their worldwide networks of partners. Amongst these are the French National Museum of Natural History (MNHN) which has a strong research portfolio in biodiversity and natural protected areas, and the Institut de Physique du Globe de Paris (IPGP) which is at the forefront of research in Earth Sciences, Geophysics and the Environment.

SUAD will also continue to enhance its collaborations with local universities, including Khalifa University and the Rabdan Academy with whom it is partnering with on the development of the Zayed Military University, and the partner universities within the Universities for Climate Network (UCN).

New strategic research partnerships will be forged to create strategic synergies across all research domains present at SUAD and those the university intends to pursue in the future, in particular in the areas of engineering and artificial intelligence systems.

#### EXTENSION OF ENGAGEMENT WITH ALLIANCE SORBONNE UNIVERSITE RESEARCH INSTITUTES

Moreover, SUAD will increase engagement with the multidisciplinary research institutes, including Sorbonne Centre for Artificial Intelligence (SCAI), the Institut de l'Océan, and the Institut de la Transition Environnementale while advocating for more global research partnerships by participating in international consortia and alliances that resonate with the university's research priorities.

#### STRENGTHENING INDUSTRIAL PARTNERSHIPS

Strengthening industrial partnerships is another key priority of SUAD. This will include the creation of new research chairs similar to those already established with Thales and Total Energies to develop a research of excellence in the field of Artificial intelligence systems. Future partnerships with industry will be developed in key areas such as the blue economy field.

#### STRENGTHENING PARTNERSHIPS WITH GOVERNMENT ENTITIES

SUAD is actively working to develop partnerships with government entities in the UAE. This will be further enhanced to ensure that the cutting-edge research conducted at SUAD aligns with the UAE's national priorities and strategies.

To facilitate these endeavors, faculty and researchers will be actively encouraged to develop collaborations with colleagues and institutions worldwide. These efforts will be supported by the research support centre to ensure the provision of adequate resources and assistance to establish these connections.

By implementing this strategy, SUAD will build a dynamic and extensive network of research partnerships, ultimately enhancing the impact and reputation of its research on a global scale. These partnerships will enable collaborative efforts to address complex global challenges and advance knowledge worldwide.



## V. EMPOWER RESEARCH AIMED AT THE ACHIEVEMENT OF THE UN SUSTAINABLE DEVELOPMENT GOALS

### Strategies

SUAD's strategic plan outlines a strong commitment to advancing research for the achievement of the United Nations Sustainable Development Goals (SDGs) which necessitates a global and interconnected approach. As part of its approach to developing this area of research, we have identified a number of specific SDGs which align with the strategic research themes of SUAD, and which we are committed to prioritizing.

#### ESTABLISHMENT OF A HUB DEDICATED TO THE UN SUSTAINABLE DEVELOPMENT GOALS

To this end, SUAD will establish interdisciplinary research centres centered around specific sustainable development goals. These centres will serve as hubs for research initiatives linked to particular objectives, especially those aligned with the university's strategic partnerships as outlined above.

Similarly, SUAD will introduce research support programmes tailored to SDGs and areas of strategic research focus. In addition, themed «research funds» and grants will be designed specifically for these goals. Researchers will be encouraged to apply for grants designed specifically for their respective research goals.

#### DEVELOPMENT OF SDG-ORIENTED PARTNERSHIPS

SUAD's strategy also aims at forging partnerships with universities and organizations worldwide that share a commitment to the respective SDGs. Such partnerships will facilitate collaborative research projects, faculty and student exchange programmes, and the sharing of knowledge on these themes. One such example of this is the universities commitment to engage in advancing health-related research in response to SDGs 3 and 4. An interdisciplinary centre will bring together health researchers, teachers and students of the Health Economics Master's programme, and social and economic scientists to collaborate on projects addressing healthcare accessibility. Other similar endeavours will be developed to support key SDG achievements which will include the creation of a Biofoundry.

#### ETHICAL AND LEGAL COMPLIANCE

Ethical research practices will be of paramount importance, and SUAD will develop range of guidelines related to data confidentiality, informed consent, and ethical considerations when engaging with affected communities. For instance, in field research, whether in archaeology or marine explorations by the Institut de l'Océan, conservation efforts will align with SDGs 6 and 14. Data collection, especially in Sociology or Geography, will respect local customs and involve local community participation.

Furthermore, SUAD will establish a dedicated unit to produce evidence-based policy recommendations for government entities supporting the selected SDGs. This will ensure the integration of clean energy research, not only from a technical perspective through science teams but also from the standpoint

of public and economic policy development by social sciences, economics, and law researchers. This comprehensive approach will align with SDGs 7 and 16.

By implementing this strategic research policy, SUAD will strengthen research efforts across a range of SDGs, contributing to sustainable development progress on multiple fronts. The practical examples and illustrations ensure a holistic approach, addressing concrete challenges associated with each goal.



## VI. CREATE RESEARCH WITH INDUSTRIAL AND SOCIO-ECONOMIC SYNERGIES

### Strategies

SUAD's strategic plan aims to create research initiatives with strong industrial and socio-economic synergies. To achieve this objective, the university has identified the following actions, based on the strong relationship we have developed with Total and Thales.

#### DEVELOPMENT OF A PORTFOLIO OF PARTNERSHIPS

SUAD will develop a Portfolio of Partnerships. The University seeks to create a diverse network of partnerships, as mentioned above, that will support the development of research and enterprise activities with a significant impact at local, regional, and international levels.

These partnerships will span across various sectors including Engineering, Health, Biofoundry, and AI. They will comprise local and regional industries, research organizations, and a host of international collaborators. By nurturing these collaborations, the university aims to leverage its scientific expertise and resources to address real-world challenges, create innovative solutions, and drive socio-economic progress.

#### ESTABLISHMENT OF CONSULTANCY SERVICES TO DIVERSIFY INCOME

SUAD will develop consultancy services that bridge our scientific excellence and expertise with market needs, establishing synergies that benefit both academia and industry.

These consultancy services will enable businesses and organizations to access the university's scientific knowledge, aligning academic research with market demands in many fields such as finance, defence, culture, heritage and archives. This approach will create a two-way exchange of knowledge, enabling SUAD to address industry-specific challenges, conduct applied research, and contribute to socio-economic development.

SUAD aims to grow its external income, including revenue generated from consultancy services. This additional income will be reinvested in research and enterprise activities to increase the proportion of research projects that are internationally competitive, and position SUAD as a global research leader and a valuable partner for industry collaborations.

#### RESEARCH FUNDING

The university will broaden the sources of research funding by actively seeking diverse opportunities. Faculty will be encouraged to apply for research grants and explore various external funding sources. This approach will enhance the financial sustainability of SUAD's research and enterprise initiatives, reduce dependence on a limited set of funding sources and promote socio-economic development.

#### INNOVATION INCUBATOR

SUAD plans to establish an innovation incubator that will nurture entrepreneurial initiatives, technology transfer, and start-up creation within the university. These incubators will provide the necessary infrastructure, mentorship, and resources to support the development of new business and enterprise ventures. By doing so, SUAD will promote innovation and the translation of research findings into practical applications, fostering socio-economic growth and industrial development.

In summary, SUAD's strategic objectives are designed to bridge the gap between academic research and the needs of industry and society. The university intends to develop partnerships, consultancy services, diversified funding sources, and innovation incubators to ensure that its research activities have a real-world impact and contribute to socio-economic growth and competitiveness on a global scale.



## KPIs TO MEASURE THE SUCCESS OF SUAD'S STRATEGY IN RESEARCH

1. Percentage of total publications in Top 25% journals.
2. Percentage increase of external research funding.
3. Percentage increase of research active faculty.
4. Percentage revenue from research.
5. Number of research partnerships with defined collaborative research outputs.
6. Number of research projects dedicated to the achievement of the UN SDGs.

These KPIs serve as valuable tools to evaluate SUAD's progress in fostering impactful research that transcends traditional boundaries, engages a range of multi-disciplinary stakeholders, aligns with the national priorities of the UAE and provides solutions to real world issues on a global scale.

High values of these KPIs indicate that SUAD is making a significant impact and contributing positively to the research goals it has set.



# EDUCATION

SUAD is committed to becoming a beacon of excellence in educational delivery and student support. This will be achieved by prioritising the quality of education, providing access and opportunity to all through a robust internationalisation strategy and creating a transformative and supportive student experience that fosters an ever more diverse and inclusive student community.

## OBJECTIVES

- I. Review curricula and stimulate pedagogical innovation.
- II. Enhance learner support.
- III. Promote lifelong learning.
- IV. Develop partnerships for student mobility.
- V. Embed research informed teaching.
- VI. Improve employability and entrepreneurship.



## I. REVIEW CURRICULA AND STIMULATE PEDAGOGICAL INNOVATION

### Strategies

Teaching methods are in a perpetual state of transformation, driven notably by disruptive technologies and the advancement of AI. SUAD recognizes the importance of harnessing the full potential of these innovations to benefit students and equip them with the skills and knowledge required to navigate the tools and opportunities presented by the digital age.

#### ENHANCED PROGRAMME REVIEW PROCESSES

A critical step in effective programme reviewing, involves the engagement of both internal and external stakeholders in the process. Including faculty, students, alumni, employers, and academic experts is essential to ensure that SUAD's academic programmes are in line with educational standards, meet market needs and align with the national pillars and priorities of the UAE. Establishing well-defined, transparent, and standardized criteria and benchmarks is imperative for evaluating programme performance. This uniformity will ensure that reviews are objective and constructive. Developing a structured timetable for programme reviews is essential, and this schedule will be created in collaboration with all stakeholders to ensure that reviews occur regularly and become a routine part of the university's academic governance.

An integral part of programme reviewing will also ensure that those programmes which no longer meet market needs, and demonstrate declining student interest are critically assessed to determine whether they need to be redesigned or suspended.

SUAD will conduct routine reviews to ensure programme offerings align with research strengths and to support the development of new programmes around key research themes. In addition, reviews will be carried out to assess current trends, emerging industries, and employer demands to ensure sustained graduate employability. These reviews will follow a three-year cycle to maintain the responsiveness of programme offerings to market needs.

SUAD will implement a system for ongoing data collection that tracks employment trends, industry developments, and changing skill requirements. This continuous data collection will enable SUAD to make informed, evidence-based adjustments to its programme offerings.



#### PROGRAMME ADAPTATION AND INNOVATION: ALIGNING WITH MARKET EXPECTATIONS

Once programmes reviews are completed, SUAD will proactively take the necessary steps to align its programme offerings with the needs of the present and future market such as Archival Studies, Digital Humanities and Quantum Physics. This alignment will involve revising and enhancing existing programmes and, if necessary, introducing new programmes that align with market needs.

Pedagogical innovation will be a central component of programme reviews. This includes exploring modern teaching methodologies, technology-enhanced learning, and promoting cross-disciplinary approaches to enrich the learning experience.

## DEVELOPMENT OF A LEARNING AND TEACHING STRATEGY

SUAD is committed to continuous pedagogical renewal. To support this, we will develop a learning and teaching strategy that fosters the use of innovative tools to support technology enhanced learning.

Fostering global digital transformation will exert a significant influence across numerous domains including:

**Teaching practices** will be enhanced significantly through interactive improvements to the Blackboard course platform, empowering students with increased autonomy in their daily learning endeavors.

**Curricula content** will be reviewed to include various levels of training on essential tools and digital research resources. To ensure that these tools are used in compliance with the university's commitment to academic integrity and ethics, awareness programmes will be developed.

**Pioneering techniques**, including virtual reality and augmented reality, will be integrated as educational tools. The university will ensure that students have access to a range of innovative solutions including high-quality scanners, holographic tables, and a platform for creating 3D images and animations to enable students to engage with the course content more interactively.

**Flexible teaching methods** to support the exigencies of a diverse student body. While face-to-face instruction will remain essential, particularly for undergraduate studies, the university will implement blended learning solutions to accommodate market needs, attract more students to programmes from a wider catchment area, and empower them to have a more significant impact throughout the UAE.

**University assessment** will be reviewed with the scope of transitioning to a fully digital format.

## ESTABLISH A CENTRE FOR EXCELLENCE IN TEACHING AND LEARNING

Focused on the experience of the students, our curriculum is continuously reviewed to reflect changes in educational standards, and moreover evolving teaching methodologies. To support this process, SUAD will establish a Centre for Excellence in Teaching and Learning (CETL). This centre will act as a vital resource centre that nurtures a culture of excellence in teaching and learning, ultimately leading to an enriched academic environment. At a time when SUAD is significantly diversifying its educational offer and committing to embedding e-learning with programmes, providing support to all teachers, permanent staff or visiting professors, is necessary.

## FACULTY DEVELOPMENT

SUAD is committed to providing faculty with pedagogical training to equip them with the skills and knowledge needed for innovative teaching practices. Faculty members will be encouraged and supported to experiment with new teaching methods and technologies through, amongst other things, the newly established Centre for Excellence in Teaching and Learning.

## RESOURCE ALLOCATION

Allocation of resources to support pedagogical innovation initiatives is essential to the success of our programmes and students achieving their educational goals and aspirations. This allocation will be reviewed annually and encompass investments in technology, learning resources, and faculty development.

**By implementing these actions, SUAD believes it will stimulate pedagogical innovation, ensuring that its programme offerings are not only aligned with market needs but above all equip graduates with the knowledge and skills required to tackle ever-evolving challenges. This strategic approach solidifies SUAD's position as a forward-thinking institution that prepares its graduates to excel in a rapidly evolving job market.**



## II. ENHANCE LEARNER SUPPORT

### Strategies

To realize SUAD's educational strategy and foster a supportive learning environment, we are committed to implementing a comprehensive plan that will encompass various critical elements.

#### **ESTABLISH A LEARNING RESOURCES CENTRE**

Repurposing the university library as the "Learning Resources Centre" represents an innovative approach. This transformation will centralize student support services within a key academic space, making it a comprehensive hub for learning and assistance. This strategic co-location will ensure that students have easy access to resources, tutors, and academic advisors within a unified environment.

#### **ESTABLISH A STUDENT SUPPORT CENTRE**

SUAD will establish a centralized Student Support Centre as a pivotal component of its strategy. This centre will serve as a centralized hub, offering a multitude of services aimed at enriching the overall student experience and supporting students to successfully achieve their educational goals. By amalgamating academic advising, counseling, career guidance, and extracurricular opportunities, this centre will provide a one-stop solution for the diverse student needs.

#### **ENHANCE STUDENT ADVISING AND MENTORING SYSTEM**

To ensure academic success and prevent any student from falling behind, a robust student advising and mentoring system will also be implemented. SUAD will assign each student a dedicated academic advisor who will closely monitor their academic journey, provide personalized guidance, and facilitate timely interventions if necessary. Through proactive engagement and regular meetings, this system will provide the necessary support to help students thrive.

#### **STUDENT SUPPORT CLINICS AND TUTORIAL CENTRES**

Specialized clinics and tutorial centres, including a writing clinic and math clinic, will be established on campus to cater to students in need of academic skill enhancement. These resources will not only help struggling students catch up but also provide a platform for high-achieving students to refine their skills and excel further in their academic pursuits.

#### **GREEN AND SOFT SKILL DEVELOPMENT PROGRAMMES**

SUAD will launch a holistic programme focusing on the development of green and soft skills, which are invaluable for students' future career success. The Soft Skill Programme will encompass workshops, seminars, and experiential learning opportunities, aimed at enhancing soft skills like communication, teamwork, leadership, and problem-solving and the creation of bespoke clinics such as a legal clinic. By equipping our graduates with a well-rounded set of soft skills, SUAD will better prepare them for the competitive job market.

The Green Skills Development Programme will be designed to provide students with key skills to make them ready and able graduates that can support the Green Transformation taking place around the globe.

#### **STUDENT LEADERSHIP PROGRAMME**

The establishment of a Student Leadership Programme is a cornerstone of SUAD's strategy. This programme will empower students to take on leadership roles within the university and in their broader communities. Through rigorous training, mentorship, and practical experiences, students will develop their leadership potential. Additionally, they will be encouraged to organize events and initiatives that not only benefit the university but also contribute positively to the local community.



### III. PROMOTE LIFELONG LEARNING

#### Strategies

The mission of a university is to disseminate outstanding knowledge and values across society, offering equal access to knowledge for every citizen. From its inception, SUAD has striven to serve as a hub for Emiratis and individuals from diverse national backgrounds. Our goal is to facilitate a mutually enriching interaction between various generations and student categories, encompassing undergraduates, postgraduates, and professionals.

#### DIVERSIFICATION OF PROGRAMME OFFER

We firmly believe that intellectual and professional education are inherently intertwined and should be seamlessly integrated into all our programmes. While this integration is a hallmark of all SUAD master's programmes, there is a compelling need to expand and reinforce this synergy within bachelor's Degrees, with a particular emphasis on broadening internship opportunities. We are committed to ensuring that all students have access to internships or work-based learning opportunities thanks to enhancing our collaboration with the community and the establishment of Advisory Boards.

Additionally, we will proactively devise and implement a comprehensive strategy to provide more flexible teaching programmes that align closely with the dynamic demands of our market to support and empower individuals and organizations to excel in a rapidly changing world.

#### CONTINUING AND EXECUTIVE EDUCATION AT SUAD.

The Continuing and Executive Education Centre (CEEC) is the keystone of this new priority. In this strategic plan, SUAD is committed to strengthening the Centre in terms of staffing and visibility, and reinforcing its mission of enriching a niche and diverse portfolio of continuing and executive education programmes. The Centre will enhance its current portfolio of programmes in AI, Defence, Archival Management and Languages to cater to the evolving needs of professionals and businesses in the UAE and Gulf region, equipping them with the skills and knowledge to thrive in their careers and drive organizational success.

Moreover, programmes will be designed in line with the UAE National Pillars for 2030 and the Abu Dhabi Priority Sectors to create a skilled workforce that can support a competitive and thriving knowledge based economy.

The Centre will develop a range of certificate and executive post-graduate level programmes in the fields of Space Studies, Forensics, Quantum Technologies, Marine Studies, Digital Humanities and Data Science amongst other emerging areas of interest in the coming years.

#### PARTNERSHIPS TO CREATE TAILOR-MADE PROGRAMMES

To support the UAE national priorities, SUAD will develop partnerships with private and public organizations to which tailor-made training courses may be offered, delivered by experts in the field, following a bespoke plan that aligns with the requirements and orientation of the specific sectors.



## IV. DEVELOP PARTNERSHIPS FOR STUDENT MOBILITY

### Strategies

To fulfill SUAD's vision for educational excellence, we have identified the importance of developing a range of partnerships to support us on this, and the need for a set of strategic actions to drive our success.

#### **COLLABORATION WITH FRENCH UNIVERSITIES FOR PROGRAMMES**

Strengthening SUAD's collaboration with its fellow Universities in Paris, Sorbonne University and Université Paris Cité, involves establishing comprehensive academic cooperation. This will encompass the creation of dual degree programmes, faculty exchanges, and joint research initiatives. The aim of strengthening this cooperation is to create a seamless integration of French educational excellence into SUAD's curriculum, enhancing the educational experience for students.

#### **DEVELOP NEW INTERNATIONAL STRATEGIC PARTNERSHIPS**

The development of tailored partnerships with strategically chosen countries is a multi-faceted endeavor. SUAD will initiate discussions and negotiations with a number of potential partners in select nations to identify specific areas of collaboration. For instance, in the field of Archival Science, SUAD is developing partnerships with renowned institutions to support and enhance exchange knowledge and resources. Similarly, in the domains of Sciences and Engineering, Artificial Intelligence, Law, Economics, and Management, SUAD has plans to identify academic institutions in the region with complementary strengths and shared objectives.

#### **ENHANCED PROGRAMME FOR MASTER AND PH.D. STUDENT TRANSFERS**

SUAD will enhance its student mobility programmes to provide students with the opportunity to study abroad and broaden their academic and cultural horizons. SUAD will establish agreements with partner universities for credit transfers, ensuring that the educational value of the courses taken during the mobility programme is recognized. Moreover, language and cultural support services will be provided to facilitate and ensure the smooth transition for students.

#### **MOBILITY FOR RESEARCH, TEACHING AND PROFESSIONAL DEVELOPMENT**

To support faculty and staff empowerment, mobility programmes will be developed aimed at enhancing professional growth. Faculty exchanges will enable knowledge sharing, foster research collaborations and lead to innovative teaching practices. Staff mobility for professional development will include training sessions, conferences, and workshops that equip them with the latest advancements in their respective fields.

#### **INTERNATIONAL PROFESSIONAL AND CULTURAL EXCHANGES**

To foster cultural understanding and support effective networking, SUAD will focus on the development of international exchanges that serve as a bridge to mutual understanding. This will include cultural events, artistic exhibitions, sporting events and professional seminars, fostering a deep appreciation for different cultures and perspectives. These activities will also promote networking opportunities, leading to collaborative ventures and knowledge sharing.

#### **PARTNERSHIP WITH LOCAL UNIVERSITIES TO SUPPORT THE UAE 2030 STRATEGY**

To create more local synergies, SUAD is committed to developing greater collaboration with local universities to support achievement of the UAE national priorities and strategies. One example of this is SUAD's collaboration with local partners on the development of the Zayed Military School project. These partnerships will focus on aligning academic and research agendas, pooling resources, and promoting knowledge transfer that benefits the UAE and the region. This collective effort will be designed to address the specific needs and priorities outlined in the UAE's national development agenda.

By actively pursuing all these actions, SUAD demonstrates its commitment to enriching the educational experience of its students, empowering faculty and staff, fostering international partnerships, and contributing to both global and local development. The strategic development of partnerships in education serves as a catalyst for SUAD's vision to provide a world-class education with a broad global perspective.



## V. EMBED RESEARCH INFORMED TEACHING

### Strategies

To achieve SUAD's vision for excellence in education and research, research-informed teaching will be embedded in the curriculum. To attain this, the following strategic actions are essential.

#### **REVIEW CURRICULUM TO ENSURE A MORE INCLUSIVE TEACHING-RESEARCH NEXUS IN ALL PROGRAMMES**

An essential step in embedding research-informed teaching in programmes is conducting a comprehensive review of the curriculum. This process will involve assessing existing curriculum to identify opportunities for a more inclusive teaching-research nexus. The goal is to seamlessly integrate research-based practices into the curriculum, ensuring that students benefit from the latest research findings and methodologies.

#### **INTERDISCIPLINARY CONNECTIONS**

The curriculum review will focus on identifying areas where different academic disciplines can intersect, fostering cross-disciplinary connections. This approach will serve to encourage students to explore a diverse range of topics and gain a holistic understanding of complex issues.

#### **ASSESSMENT AND EVALUATION**

The development of clear assessment criteria and evaluation mechanisms will be an integral part of the curriculum review. These criteria will align with research-informed teaching objectives, enabling students to apply critical thinking and research skills to their coursework.

#### **INTRODUCE TRAINING AND WORKSHOPS TO SUPPORT THE DEVELOPMENT OF INCLUSIVE, RESEARCH-LED INNOVATION IN COURSE DESIGN AND DELIVERY**

To effectively integrate research-informed teaching, faculty and instructors should be equipped with the necessary skills and knowledge. This will involve introducing training programmes and workshops that focus on research-led innovation in course design and delivery. Faculty members will learn how to incorporate research findings and methodologies into their teaching approaches.

#### **INCLUSIVE PEDAGOGICAL TECHNIQUES**

Training should also address inclusive teaching methods, ensuring that all students can access and engage with research-based content. Faculty members will be trained on methods to cater to diverse learning styles and needs, fostering an inclusive educational environment.

#### **TECHNOLOGY INTEGRATION**

Workshops will be designed to provide guidance on incorporating technology and digital resources into teaching. This will include utilizing online databases, research tools, and interactive platforms to enhance the research-informed teaching experience.

#### **ASSESSMENT STRATEGIES**

Training will also be developed to cover effective assessment strategies that align with research-informed teaching objectives. Faculty members will learn how to evaluate students' application of research skills and critical thinking in their assignments and examinations.

By implementing these actions, SUAD aims to successfully embed research-informed teaching in its curriculum, enriching the educational experience for students and fostering a culture of inquiry and innovation. This strategic approach solidifies SUAD's commitment to providing a dynamic and research-driven education, ensuring that graduates are well-prepared to address complex real-world challenges.



## VI. IMPROVE EMPLOYABILITY AND ENTREPRENEURSHIP

### Strategies

To align with national imperatives and SUAD's educational strategy, which focuses on enhancing employability, nurturing entrepreneurship, and fostering incubation, a well-defined set of strategic measures is essential.

#### **INTRODUCING INNOVATION AND ENTREPRENEURIAL MODULES/COURSES ACROSS PROGRAMMES**

A pivotal step towards enhancing employability and fostering entrepreneurship at SUAD is the comprehensive integration of innovative and entrepreneurial modules and courses across all academic programmes. These additions will be designed to adhere to established best practices and focus on instilling core employability and professionalism skills in graduates. The overarching objective is to equip SUAD graduates with the essential skills and knowledge demanded by the ever-evolving job market.

Furthermore, it is imperative that these modules and courses prioritize practical application rather than being limited to theoretical concepts. Students will have the opportunity to apply entrepreneurial skills in real-world settings. This experiential learning approach will be designed to ensure that students can effectively apply their knowledge in professional contexts through internships and a cycle of conferences delivered by professionals in the market.

#### **INCREASING CAPACITY FOR ENTREPRENEURIAL SKILLS AND KNOWLEDGE**

SUAD recognizes the significance of collaboration with national, regional, and international employers and graduate recruiters to bolster the delivery of entrepreneurial skills and knowledge. This collaboration is a strategic move which will be aimed at providing students with industry-relevant insights and expertise that align with current market needs.

#### **EXPANDING PLACEMENTS, INTERNSHIPS, AND WORK-BASED PROJECTS**

To augment the employability of its students, SUAD is committed to broadening the availability of placements, internships, and work-based projects across all academic programmes. These opportunities will be thoughtfully designed in partnership with advisory boards and employers. By providing students with hands-on experience in authentic work environments, they will develop practical skills and gain valuable insights to excel in their future careers as well as to bring their expertise to projects in a variety of projects.

#### **DEVELOPING A "WORK-BASED LEARNING FRAMEWORK"**

To ensure the systematic assessment and recognition of students' experiences, SUAD is dedicated to establishing a structured "Work-Based Learning Framework." This framework will streamline the process of evaluating and accrediting experiences where applicable, granting students a tangible record of their skills and knowledge acquisition.

#### **IMPLEMENTING A SUAD GRADUATE EMPLOYABILITY STRATEGY**

SUAD is actively developing and implementing a comprehensive Graduate Employability strategy. This strategy is being developed in collaboration with Advisory Boards and other key external stakeholders, including employers and industry experts. It is designed to address the specific needs of SUAD graduates and provides a clear roadmap of actionable steps to elevate their employability.

#### **PROMOTING ENTREPRENEURSHIP AND ENTERPRISE**

SUAD is committed to nurturing a culture of entrepreneurship and enterprise by offering robust support to students and fresh graduates who aspire to develop start-ups. This support package will encompass resources, mentorship, and access to incubators. By encouraging and empowering students to explore their entrepreneurial potential and transform innovative concepts into viable businesses, SUAD is shaping the next generation of successful entrepreneurs.

By implementing these measures, SUAD is taking significant strides toward enhancing the employability and entrepreneurial readiness of its graduates. This strategic approach not only imparts essential skills and knowledge but also provides practical experiences that position students for success in both the job market and entrepreneurial landscape. SUAD's commitment to this strategy reinforces its reputation as an institution dedicated to preparing graduates who will thrive in the professional world.



## KPIs TO MEASURE THE SUCCESS OF SUAD'S STRATEGIES FOR EDUCATION

1. Percentage increase in student numbers against targets to reach capacity.
2. Number of programmes accredited.
3. Percentage of student satisfaction with programmes studied in terms of employability readiness.
4. Percentage of student retention.
5. Percentage increase in the number of lifelong learning graduates.

These KPIs serve as valuable tools to assess the success of SUAD's educational strategy in innovation, employability, and entrepreneurship. High values of these KPIs indicate that the university is making significant progress in preparing its students to excel in a rapidly evolving job market and fostering a culture of entrepreneurship.



# VISIBILITY

SUAD fully intends to fulfill its university vocation of sharing and disseminating knowledge, experience and culture. Its strategic vision encompasses various critical elements, each designed to elevate its reputation on the global academic stage.

These multifaceted strategies include a commitment to transdisciplinary excellence, fostering a hub for European culture and the humanities, cultivating a unique 'Sorbonnian' identity, actively engaging with international partners, and nurturing global citizenship.

In pursuit of these objectives, SUAD is poised to become an internationally recognized institution dedicated to academic excellence and global impact.

## OBJECTIVES

- I. Cultivate our identity and reputation.
- II. Engage with global partners.
- III. Enhance community engagement.
- IV. Create a cultural and societal agora.
- V. Foster internationalization and the nurturing of global citizens.
- VI. Develop a globally connected community.



## I. CULTIVATE OUR IDENTITY AND REPUTATION

### Strategies

SUAD's path to cultivating a distinguished identity and an unparalleled reputation is underpinned by a series of strategic elements designed to define and amplify the university's unique position on the global academic stage.

#### ENHANCE THE SUAD IDENTITY

SUAD seeks to be recognized as a transnational centre of excellence, seamlessly blending the renowned French educational system within the UAE's academic landscape. Its unwavering commitment to making a global impact in research and scholarship underscores the university's dedication to pioneering intellectual advancements that transcend geographical boundaries.

#### CREATE A SUAD CULTURE

By fostering a unique SUAD culture that proudly identifies "Sorbonnians", the university aims to unite its community with a shared sense of purpose, pride, and belonging. This distinct identity will be aimed at reinforcing SUAD's reputation as an academic institution deeply rooted in its heritage and values.

#### BECOME THE HUB FOR EUROPEAN CULTURE, ARTS AND HUMANITIES

Nurturing cultural and humanistic exploration, SUAD will enhance its reputation as the epicentre for European culture, arts, and the humanities, through events, supports and media as diverse as film festivals, an increased presence on social networks and MOOCS. By promoting interdisciplinary exploration and creative expression, the university plans to foster a reputation as a hub for the vibrant tapestry of European heritage and its integration into a global context.

#### CONNECT AND COLLABORATE WITH INTERNATIONAL PARTNERS

To elevate SUAD's reputation on a global scale, the university actively engages with international partners. These collaborations open avenues for knowledge exchange, joint research initiatives, and diverse perspectives. By extending its reach to the international academic community, SUAD aims to strengthen its reputation not only nationally and regionally but also globally.

**In summary, the cultivation of SUAD's identity and reputation as a transnational centre of excellence, a hub for European culture and the humanities, a cohesive Sorbonnian community, and a global collaborator is a multifaceted endeavor. These strategic elements reflect the university's commitment to forging a distinctive path in academia, grounded in a rich history and forward-focused innovation. By effectively aligning these elements, SUAD is poised to become an internationally recognized institution at the forefront of academic excellence and global impact.**



## II. ENGAGE WITH GLOBAL PARTNERS

### Strategies

Elevating SUAD's global visibility hinges on strategic engagement with international partners, a concerted effort that aligns with our commitment to academic excellence and innovation.

#### ENGAGEMENT WITH RANKING AGENCIES

Our collaboration with international ranking agencies serves as a strategic move to enhance SUAD's university profile. By actively participating in the ranking process, we aim to highlight our academic achievements, world-class research, our commitment to excellence, and our specificity as a transnational university. This exposure not only elevates our institutional reputation but will also aim to attract prospective students seeking high-caliber education and distinguished staff members looking for impactful academic environments.

Collaborating with ranking agencies will not only boost our visibility but also position SUAD as a destination of choice for high-caliber staff and students. As we rise in global rankings, we aim to become a magnet for individuals seeking a dynamic academic ecosystem and the opportunity to contribute to our transdisciplinary mission.

#### INTERNATIONAL ENGAGEMENT OF FACULTY AND STUDENTS

Our active participation in international conferences, webinars and events serves as a catalyst for global engagement. These platforms provide opportunities for our faculty and students to interact with international peers, exchange ideas, and engage in collaborative discussions. Going forward these could be inspired by the InterPARES project, an international research network that presently delves into the critical intersection of digital archiving, data management, and AI, engaging researchers, as well as undergraduate and postgraduate students from the University in its activities over the long term. By fostering these connections, SUAD aims to solidify its reputation as a hub for cutting-edge research, academic excellence, and transdisciplinary cooperation.

Through international conferences, SUAD can showcase its expertise, research contributions, and pioneering work. These forums provide a stage to present our research findings, innovations, and thought leadership to a global audience. Our presence in such events will continue to reinforce our reputation as a forward-thinking institution making meaningful contributions to various academic fields.

Empowering our academic community by active engagement of our esteemed faculty and talented students in international conferences will provide opportunities for them to broaden their horizons, connect with global peers, and gain exposure to diverse perspectives. These experiences will enrich their academic journey and inspire a commitment to academic excellence, and facilitate the dissemination of our research on a global scale. Moreover, it will reinforce our reputation as a transdisciplinary research powerhouse.

**In essence, these strategies represent a multifaceted approach to promote SUAD's visibility on the global stage. Engagement with international ranking agencies, collaboration in international conferences, and active involvement of our faculty and students in these events collectively contribute to our reputation as a world-class transdisciplinary university dedicated to academic excellence, innovation, and global impact.**



### III. ENHANCE COMMUNITY ENGAGEMENT

#### Strategies

At SUAD, we recognize that community engagement is not just a desirable outcome but an essential component of our mission as a world-class university committed to transdisciplinary excellence. Our strategy to enhance community engagement is multi-faceted, reflecting our dedication to forging meaningful connections with all stakeholders involved in the innovation process.

#### COMMUNITY ENGAGEMENT STRATEGY

We will develop and implement a robust Community Engagement Strategy that outlines our university's objectives for engagement. This strategy will serve as a guiding framework for collaboration between SUAD, industry, government, and civil society. It will bring together researchers, policymakers, industry representatives, and members of the public to foster a dynamic innovation ecosystem.

#### COLLABORATION WITH CIVIL SOCIETY, HEIs AND GOVERNMENT ORGANIZATIONS

Our strategy emphasizes inclusivity by engaging all relevant stakeholders. By involving researchers, policymakers, industry partners, and the public, we aim to harness a diverse range of perspectives and expertise. This inclusive approach will enrich our research and innovation processes, making them more relevant and impactful.

We are dedicated to strengthening our collaboration with civil society, higher education institutions (HEIs), and government organizations. To facilitate this, we will develop a comprehensive database and Customer Relationship Management (CRM) system. This resource will enable us to streamline our interactions, maintain active partnerships, and efficiently share knowledge, fostering a vibrant knowledge exchange network.

#### COLLABORATE WITH LOCAL INDUSTRY

We recognize the value of collaborating with local industries. Our goal is to share our academic expertise and, in turn, gain industry insights. By creating high-impact networks, we will promote sustainability, growth, and innovation. These networks will not only facilitate research initiatives but also contribute to the overall development of our local community.

We intend to promote SUAD's events within the local community actively. By increasing visibility and participation in our university's activities, we aim to foster a sense of belonging, encourage community involvement, and increase footfall in our events. This approach will not only enrich our campus life but also strengthen our connections with the broader community.

#### ESTABLISHMENT OF A CULTURAL CENTRE

We establish a cultural centre will not only serve to promote culture, notably French and European culture, but will also elevate the reputation of our university as a hub of cultural excellence.

#### DEVELOPMENT OF EXTRA-CURRICULAR ACTIVITIES INVOLVING THE LOCAL COMMUNITY

We will work closely with our Students' Council to ensure that extra-curricular activities offer opportunities to make a positive difference in society. These initiatives will be designed to empower our students to actively engage with community issues, encouraging them to become responsible global citizens.

#### ALUMNI NETWORKS

At SUAD, we aim to enhance our engagement with alumni by developing robust alumni networks. These networks will serve as ambassadors and mentors, linking current students with the rich expertise and experiences of our graduates. Furthermore, we plan to establish an alumni scholarship scheme, creating opportunities for the continued growth of our academic community.

In conclusion, SUAD's strategy for enhancing community engagement is a testament to our commitment to create a dynamic and inclusive innovation ecosystem. By actively involving all stakeholders, fostering collaboration, and increasing our visibility within the community, we aim to make a meaningful and sustainable impact on society while enriching our academic environment. This strategy reflects our dedication to advancing transdisciplinary excellence and fulfilling our mission as a leading institution in the UAE and beyond.



## IV. CREATE A CULTURAL AND SOCIETAL AGORA

### Strategies

SUAD's commitment to becoming a globally recognized institution will involve the emergence of a cultural and societal agora, a dynamic space where ideas, culture, and communities intensively intersect. Achieving this vision entails a series of deliberate actions:

#### VIBRANT CULTURAL AGORA

To forge a vibrant cultural agora, SUAD must curate a diverse range of cultural programmes, including art exhibitions, performances, film screenings, lectures, and literary events. These programmes will not only celebrate French and European culture but also showcase global cultural diversity. These events will serve as magnets for the community, engaging both students and the public.

Acknowledging the significance of the UAE's rich cultural heritage, SUAD will actively incorporate local traditions and art into its programmes. This inclusivity will foster a sense of community and respect for local culture, strengthening SUAD's ties with the UAE.

SUAD must proactively collaborate with cultural institutions, museums, theaters, and galleries, both locally and internationally. These partnerships will serve to enrich the cultural offerings and bring renowned exhibitions and performances to the university, thus attracting a diverse audience.

The creation of a cultural and societal agora should encourage active community participation. SUAD is committed to establishing community outreach programmes, inviting local schools, families, and individuals to participate in cultural activities. By making the cultural agora accessible to all, SUAD will extend its reach and foster goodwill in the broader community.

The cultural agora should serve as a platform for intellectual discourse. SUAD will host symposia, seminars, and debates on various cultural and societal topics, inviting scholars, experts, and thought leaders to share their insights. This serves to stimulate critical thinking and positions SUAD as a hub for academic discussion.



## V. FOSTER INTERNATIONALIZATION AND THE NURTURING OF GLOBAL CITIZENS

### Strategies

SUAD's mission to be a global leader in higher education hinges on fostering internationalization and nurturing global citizens. Realizing this strategy involves several key actions:

#### EXPANSION AND INTERNATIONALIZATION OF ACADEMIC PROGRAMMES

To bolster internationalization, SUAD acknowledges that it must expand its academic programmes with a focus on global relevance. This will include introducing more transdisciplinary courses, international dual-degree programmes, and joint research initiatives with prestigious global institutions. Encouraging language proficiency and cross-cultural competence is vital. SUAD should provide comprehensive language programmes, including Arabic, English, French, and others to foster multicultural and multilingual skills among students and faculty.

Actively forging partnerships with international universities is crucial. This will enable faculty and student exchange programmes, allowing SUAD's community to experience different academic cultures and perspectives. These exchanges will be designed to enrich learning, foster collaboration, and broaden global networks.

#### DEVELOPMENT OF STUDENT EXCHANGES AND INTERNSHIPS

SUAD is committed to promoting opportunities for cultural immersion. Encouraging students to participate in international internships, research projects, and study-abroad programmes will expand their global outlook and foster cross-cultural understanding. Organizing events like "International Day" dedicated to celebrating various cultures are designed to help SUAD become a global cultural hub. These events will include cultural exhibitions, international cuisine, art showcases, and discussion panels.

#### INCREASE OF SCHOLARSHIPS AND FINANCIAL SUPPORT FOR INTERNATIONAL STUDENTS

SUAD recognizes the imperative to offer scholarships and financial aid specifically designed to support international students. This inclusivity will not only promote diversity but also enable talented individuals from diverse backgrounds to access a world-class education.

#### ENHANCE CROSS-CULTURAL AND MULTILINGUAL COMPONENTS

Infusing the curriculum with cross-cultural and multilingual components ensures that graduates possess the skills required to thrive in a globalized world. Achievement of this will include offering courses on global issues, diplomacy, and intercultural communication.

Establishing intercultural learning centres on campus can serve as hubs for cross-cultural engagement. These centres will be designed to host cultural events, language exchange programmes, and workshops on global issues.

Encouraging faculty to participate in exchange programmes or sabbaticals abroad will foster cross-cultural competence and enrich teaching methods.

#### INTERNATIONAL ACADEMIC PARTNERSHIPS AND NETWORKS

To increase visibility, SUAD is committed to actively engaging in international partnerships, academic networks, and collaborative research projects with prestigious universities. These collaborations will position SUAD as a global player in academia.

#### ASSESSMENT OF INTERNATIONALIZATION

Implementing a continuous feedback mechanism is essential to assess the effectiveness of internationalization efforts. This will enable SUAD to adapt and improve its strategies for nurturing global citizens.

The strategy of fostering internationalization and nurturing global citizens is a deliberate and action-oriented approach to enhancing SUAD's visibility and global standing. It aligns with the university's commitment to producing graduates who are not only academically proficient but also culturally competent and globally aware. This approach will position SUAD as a leader in preparing students to thrive in an interconnected world, reinforcing its reputation as a global academic powerhouse.



## VI. DEVELOP A GLOBALLY CONNECTED COMMUNITY

### Strategies

SUAD's vision of becoming a global leader in higher education is contingent on developing a globally connected community. Realizing this strategy involves several key actions.

#### ALUMNI MENTORSHIP PROGRAMMES

SUAD is dedicated to launching and nurturing Alumni Mentorship Programmes, a cornerstone initiative that forges meaningful connections between current students and accomplished graduates. These interactions will serve as a wellspring of inspiration, offering invaluable career guidance, and fostering a profound sense of belonging within the SUAD community. It's a symbiotic relationship where experience meets ambition, and the outcome is nothing short of inspiring.

#### GLOBAL STUDENT RECRUITMENT EFFORTS

As part of our commitment to global diversity, SUAD is taking deliberate steps to increase its student numbers and attract a diverse international student body and faculty. To achieve this, we will develop comprehensive recruitment strategies that encompass a range of measures. These measures will include the provision of competitive scholarships to attract top talents from around the world, active participation in international education fairs to reach out to prospective students, and the development of tailored admissions processes specifically designed to cater to the unique needs and requirements of international students. We are committed to breaking down borders to create a global academic environment where rich cultural diversity thrives.

#### DEVELOPING ONLINE PLATFORMS

In today's interconnected world, distance should never be a barrier to participation. SUAD understands this well and is actively engaged in the development of cutting-edge online platforms and the hosting of virtual events. These digital channels will serve as bridges to facilitate engagement with our global alumni, students, and partners, ensuring that they can participate in SUAD's activities and initiatives, regardless of their geographical location. The world is our campus, and everyone is invited.



## KPIs TO MEASURE THE SUCCESS OF SUAD'S STRATEGY FOR ENHANCED VISIBILITY

1. Percentage increase in SUAD's international ranking.
2. Percentage increase of alumni engagement in SUAD activities.
3. Number of collaborative initiatives including staff and students working on research projects and regional or international events.
4. Percentage increase of international student exchanges.
5. Percentage satisfaction of community with resources and services.

These KPIs serve as valuable tools to evaluate SUAD's progress in cultivating a distinguished identity and reputation both nationally and internationally.

High values of these KPIs indicate that SUAD is committed to pursuing its goals to become an internationally recognized institution dedicated to academic excellence and global impact.



# EXCELLENCE

SUAD is proud of its success in building the bridge between civilizations and sharing over 700 years of a legacy of excellence and universality embodied by Sorbonne University in the UAE and the region, promoting world-class knowledge in the field of the Humanities and Sciences, remaining open to exploring and embracing additional strategic disciplines in the future that harmonize with the UAE's national strategy for higher education.

The ambition is to offer students a unique experience and model, imbuing them with a profound culture of excellence, enriched by the vitality and strength of intercultural dialogue.

SUAD is increasingly instrumental in the education of the nation's elite, spanning various domains such as diplomacy, justice, culture, information sciences, tourism, and the prospective development of military and police personnel, as well as the sports industry. It unites students and citizens from all seven emirates and strives to cultivate a shared culture characterized by openness, intellectual rigor, dialogue, and tolerance.

## OBJECTIVES

- I. Be a reference of excellence for knowledge dissemination.
- II. Enhance excellence in inclusion, diversity, equality and tolerance.
- III. Become the hub for European and Emirati culture, humanities and arts.
- IV. Promote the concept of valorization of excellence.
- V. Pursue excellence in student wellbeing.
- VI. Commit to excellence in governance.



## I. BE A REFERENCE OF EXCELLENCE FOR KNOWLEDGE DISSEMINATION

### Strategies

In the contemporary academic landscape, universities play a pivotal role in the dissemination of knowledge. Sharpening this is essential, particularly for an institution like SUAD that aims to become a leader in transdisciplinary research.

SUAD's commitment to becoming a reference for excellence in knowledge dissemination will be achieved through a multi-pronged strategy.

#### **EFFECTIVE COMMUNICATION, ROBUST KNOWLEDGE TRANSFER MECHANISMS AND PUBLIC ENGAGEMENT**

The university will engage a range of stakeholders from the academic and administrative support community to develop a strategic approach that combines effective communication, robust knowledge transfer mechanisms, and a commitment to public engagement.

This will include the development of tailored communication plans with goals, target audiences, and potential impact. These plans will include strategies for scholarly publication, outreach, and engagement through digital and social platforms.

As part of its commitment to public engagement, SUAD will develop a community outreach programme to disseminate research findings to the local community and host a range of events to foster and facilitate direct engagement with the public to build the bridge between academia and society.

#### **DEVELOP A MEDIA STRATEGY**

SUAD is also developing a media strategy to promote and support collaboration with local and international media outlets to enhance the visibility of SUAD's research. By disseminating research stories through trusted media sources, the university can reach a broader audience and build its reputation as a source of credible information.

#### **TRAINING CENTRE OF EXCELLENCE FOR HIGH-SCHOOL TEACHERS IN MATHEMATICS**

As part of its commitment to community engagement, and supporting transformative education in the UAE, SUAD will create a Training Centre for High-School Teachers in Mathematics in Abu Dhabi based on the model deployed in France.

By implementing this strategic approach, SUAD can not only excel in its research activities but also ensure that the knowledge it produces has a far-reaching and transformative impact on society.



## II. ENHANCE EXCELLENCE IN INCLUSION, DIVERSITY, EQUALITY AND TOLERANCE

### Strategies

To create a diverse, inclusive workplace and campus culture, SUAD is committed to becoming an exemplar in terms of Inclusion, Diversity, Equality and Tolerance. This will be achieved through a number of initiatives that are underpinned by engagement with the external community and networks to promote the tenets of IDE&T in the UAE and beyond.

#### **BEACON FOR TOLERANCE**

SUAD will become a beacon for tolerance and the acceptance of all ideologies and opinions, within the bounds of respectful and responsible discourse, by promoting open dialogue and discourse on these matters and engaging members from all communities to participate.

#### **PROMOTION OF GREATER DIVERSITY AND INCLUSION**

In order to widen access and opportunity to a SUAD education, and to promote greater diversity and inclusion within the student body, the University will develop strategies to expand the range of scholarships available to international students enabled by philanthropic and strategic partnerships.

To highlight its strong commitment to inclusion, SUAD will ensure physical and digital accessibility for all with a special focus on supporting the needs and expectations of People of Determination.

Finally, SUAD will celebrate and recognize IDE&T achievements through a range of initiatives.



## III. BECOME THE HUB FOR EUROPEAN AND EMIRATI CULTURE, HUMANITIES AND ARTS

### Strategies

SUAD views culture, the humanities, art, and heritage as the cornerstones of its humanistic mission. These elements transcend being mere teaching materials; they serve as conduits for values and a gateway to scientific exploration and understanding of others. They also play an integral role in shaping individual, community, and national identities while facilitating meaningful intercultural exchanges. The primary objective is to nurture and enrich the dialogue between French and Emirati cultures.

#### **THE SUAD ART CENTRE**

The whole public spaces of the building and numerous teams will be engaged and undergo transformation due to this new purpose. The Arts Centre, accessible to the public, to be established on the campus, will serve as a key catalyst for this expansion and will play a pivotal role in presenting and mediating artistic, literary, musical, and architectural European creations.

#### **CUSTODIAN OF THE TRADITIONS AND HISTORICAL HERITAGE OF THE SEVEN EMIRATES**

SUAD also aspires to serve as a custodian of the traditions and historical heritage of the seven Emirates. A unique Materials Library will be created on campus for the analysis of cultural heritage objects (ceramics, textiles, wood, metal, paint). This library will be the first of its kind in the Arabian Peninsula and will provide students with a unique opportunity to interact with heritage materials and engage in a range of research initiatives and studies with faculty and researchers.

#### **ARCHIVAL LAB AND CULTURAL FOUNDATION**

Secondly, thanks to its commitment to support the development of archival science in the Gulf region, SUAD will create an Archival Lab and Cultural Foundation for the preservation of tangible and intangible UAE heritage. This project will be developed to promote a more hands on approach to practical work for students, to enable research projects in the field, to support the creation of new archives and the collection of existing archives, and to become a depository centre for historical and oral archives on the history of the UAE.

The expansion of cultural initiatives will be integrated into the university's comprehensive strategy starting in 2024. It will involve engaging students in artistic creation processes, and memory collection activities will be intertwined with various collaborative research endeavors in the region focused on cultural heritage themes.

## IV. PROMOTE THE CONCEPT OF VALORIZATION OF EXCELLENCE

### Strategies

To promote the valorization of excellence, SUAD will develop initiatives to encourage continuous improvement and foster a culture of excellence.

#### **AWARD FOR EXCELLENCE**

To do this, SUAD will recognise and celebrate exceptional achievements by introducing an outstanding achievement award for research, professional services and student success.

#### **RESEARCHER DEVELOPMENT**

To enhance the excellence and professionalism of its human capital, the University will invest in a range of professional development and training initiatives to support staff to improve and excel in their area of expertise.

#### **FOSTER A CULTURE OF CONTINUOUS REVIEW**

As part of its commitment to national and international regulatory bodies, SUAD will foster a culture of continuous review and improvement by implementing a quality assurance system that encourages and supports excellence aligned with international best practice.

#### **CREATING CULTURED AND GLOBAL CITIZENS**

As part of its commitment to enhance the student experience, SUAD will create a collaborative educational and personal development programme to enable students to foster a deeper appreciation for art, culture and heritage. Students will have the opportunity to develop a universal knowledge to make them cultured, global citizens.

**Finally, through the various fora, SUAD will develop a communication strategy to share success stories and promote best practices.**



## V. PURSUE EXCELLENCE IN STUDENT WELLBEING

### Strategies

In order to promote a positive, healthy, supportive and inclusive environment for students, SUAD will develop the following initiatives:

#### COUNSELING AND ACCESSIBILITY CENTRE

SUAD will establish a dedicated Counseling and Accessibility Centre on its campus. This centre will serve as a safe and confidential space where students can seek support for their mental health, emotional well-being, and accessibility needs. The centre will be staffed with qualified professionals who can provide counseling, guidance, and support to students facing personal or academic challenges.

#### ONLINE STUDENT SUPPORT PLATFORM

In addition to the physical Counseling and Accessibility Centre, SUAD will develop an online student support platform. This digital resource will provide students with 24/7 access to a wide range of support services. The platform will ensure that students can easily access the help they need, even outside regular working hours.

#### PEER SUPPORT NETWORKS

SUAD will establish peer support networks within the student community. These networks will connect students with peers who can provide emotional support, share experiences, and offer guidance. Peer support can be especially effective in helping students navigate the challenges of university life, fostering a sense of belonging, and providing a holistic approach to student wellness.

#### MENTORSHIP PROGRAMMES

To further enhance student wellbeing, SUAD will introduce mentorship programmes. Experienced faculty members or senior students will mentor newer students, offering academic guidance, career advice, and personal support. Mentorship programmes create a support system within the university, helping students adapt to academic and social challenges.

#### STUDENT AS PARTNERS INITIATIVE

SUAD's "Student as Partners" initiative will actively involve students in shaping their own wellness programmes. Students will have the opportunity to participate in the ideation and development of initiatives that directly address their needs and preferences. This collaborative approach ensures that the university's student wellness programmes are tailored to the specific requirements of its diverse student body.

#### HEALTH EDUCATION AND AWARENESS PROGRAMME

SUAD will develop a comprehensive Health Education and Awareness Programme. This programme will offer a series of courses and workshops on topics related to physical, emotional, and mental health. These educational initiatives will empower students with knowledge and skills to make informed decisions about their health and well-being, ultimately contributing to a healthier and more resilient student community.

**By implementing these actions, SUAD will foster a positive, healthy, and supportive environment that prioritizes student wellbeing. This strategy aligns with the university's commitment to excellence and ensuring that its students thrive academically, emotionally, and personally during their time at SUAD.**



## VI. COMMIT TO EXCELLENCE IN GOVERNANCE

### Strategies

To enhance its commitment to excellence and ensure effective leadership, SUAD has developed a comprehensive set of strategies and actions aimed at improving governance and overall success. These actions are designed to create a governance framework that is efficient, transparent, and aligned with international best practices:

#### DEVELOPMENT OF A GOVERNANCE FRAMEWORK SYSTEM

SUAD will create a Governance Framework System that includes a charter outlining the clear roles and responsibilities of all key stakeholders and decision-making authorities. This framework will serve as the foundational document that guides governance processes and ensures that each stakeholder understands their role in the decision-making structure.

#### ANNUAL COMMITTEE REVIEWS

To maintain efficient governance, the university will conduct annual reviews of all University committees. These reviews will assess the committees' efficiency and effectiveness within the scope of their charters. By ensuring that committees are aligned with the university's strategic objectives and actively contribute to successful governance, SUAD can make informed decisions about their composition and functions.

#### STAKEHOLDER REPRESENTATION AND ENGAGEMENT

SUAD is committed to engaging adequate and appropriate stakeholders in the decision-making process. This includes alumni and students, ensuring that a diverse range of perspectives are considered in governance decisions. Active engagement of these groups fosters inclusivity, aligns governance with community expectations, and enhances the overall decision-making process.

#### TRANSPARENCY AND ACCOUNTABILITY

The university will implement a reporting system that promotes transparency and accountability. These reports will incorporate action plans and feedback processes, ensuring that decisions are made based on evidence and communicated effectively to stakeholders. This level of transparency builds trust in the governance process and holds decision-makers accountable for their actions.

#### ROBUST RISK MANAGEMENT AND BUSINESS CONTINUITY FRAMEWORKS

To ensure the sustainability of the institution, SUAD will implement robust risk management and business continuity frameworks. These frameworks will align with national and international regulatory requirements and standards for best practice in higher education governance. By identifying, assessing, and mitigating risks effectively, the university demonstrates a commitment to long-term sustainability.

#### MONITORING AND EVALUATION

SUAD will conduct periodic monitoring and evaluation of both long-term and short-term plans to ensure effective management and resource allocation. These evaluations will track progress toward strategic goals, assess the impact of governance decisions, and support the achievement of the university's mission and vision. Continuous evaluation helps SUAD make data-driven adjustments to improve its governance practices.

These actions collectively form a holistic approach to governance excellence that will enhance SUAD's capacity to fulfill its mission and vision. By committing to these strategies, the university is positioning itself as a model of effective leadership and responsible governance in higher education. This approach is essential for the success of SUAD and the fulfillment of its commitment to excellence in every aspect of its operations.



## KPIs TO MEASURE THE SUCCESS OF SUAD'S STRATEGIES FOR EXCELLENCE:

1. Percentage of research active faculty from world Top 200 universities.
2. Percentage of student satisfaction with administrative and academic support services.
3. Percentage increase of graduates employed within 9 months of graduation.
4. Percentage increase in media outreach impact.
5. Number of community engagement activities and initiatives related to the strategic plan.

These KPIs serve as valuable tools to evaluate SUAD's progress in its effort to be recognized as a beacon of excellence. High values of these KPIs indicate that SUAD is making significant progress in its efforts to build a profound culture of excellence, enriched by vitality and strength of inter-cultural dialogue.



# SUSTAINABILITY

To support the global shift towards sustainable transformation, SUAD has identified sustainability as one of its pillars in the next five-year plan.

As an international university community, SUAD is committed to creating an inclusive and sustainable society.

## OBJECTIVES

- I. Promote an institutional culture based on social and civic responsibility.
- II. Develop ecosystems of sustained intellectual contribution.
- III. Build a sustainable university model.
- IV. Build partnerships to support responsible and sustainable stewardship.
- V. Raise future generations of conscious citizens.
- VI. Support national and international efforts to achieve the UN Sustainable Development Goals.



## I. PROMOTE AN INSTITUTIONAL CULTURE BASED ON SOCIAL AND CIVIC RESPONSIBILITY

### Strategies

To achieve its strategic goal of sustainability through promoting an institutional culture based on social and civic responsibility, SUAD has outlined a series of key actions and initiatives. These actions are designed to foster a sense of social and civic engagement among the university's stakeholders and the broader community.

#### FOSTER RELATIONSHIPS AND PARTNERSHIPS WITH THE LOCAL COMMUNITY

SUAD recognizes the importance of collaboration with the local community. To achieve this, the university will proactively foster relationships and partnerships with local organizations and community groups. These partnerships will serve as platforms for collaborative initiatives that benefit students, staff, and the community at large. By working together, SUAD can address local issues and promote a culture of mutual support and shared responsibility.

#### HOST EVENTS, SEMINARS, AND CONFERENCES

SUAD will host a variety of events, seminars, and conferences on campus annually to facilitate discussions and actions on social and civic issues. These events serve as spaces for open dialogue, knowledge sharing, and community engagement. They provide opportunities for stakeholders to come together, exchange ideas, and address societal challenges collectively.

#### SUPPORT RESEARCH ON SOCIAL AND CIVIC ISSUES

The university will actively support faculty and students in their engagement with research related to social and civic issues. By encouraging and funding research projects in these areas, SUAD contributes to generating knowledge and innovative solutions that can have a positive impact on society. This approach aligns research activities with the university's commitment to societal responsibility.

#### EMBED SOCIAL AND CIVIC RESPONSIBILITY INTO ONBOARDING AND TRAINING

SUAD will embed social and civic responsibility into its onboarding processes for new staff and student orientation week. Additionally, training and development programmes for staff and students will include modules dedicated to social and civic responsibility. These initiatives are aimed at instilling a sense of social consciousness and ethical responsibility within all members of the SUAD community.

#### ENCOURAGE AND SUPPORT VOLUNTEERING ACTIVITIES

The university will actively encourage and support volunteering activities for students, staff, and the wider community. By providing opportunities for individuals to engage in volunteer work, SUAD fosters a culture of giving back and active participation in societal improvement. These efforts can include local community service projects, mentoring, and other forms of volunteering.

#### PROMOTE SUAD AS A COMMUNITY COMMITTED TO ETHICS AND SOCIETAL RESPONSIBILITY

UAD will actively promote itself as a community that is deeply committed to the tenets of ethics and societal responsibility. This promotion will include communicating the university's values, mission, and dedication to making a positive impact on society. It also serves to inspire and attract individuals who share SUAD's commitment to social and civic responsibility.

**By implementing these actions, SUAD seeks to create a culture that values social and civic responsibility, both within the university community and the broader local context. This commitment to sustainability aligns with the university's core principles and its mission to contribute positively to the community and society as a whole. SUAD recognizes that through these actions, it can promote a culture of ethical responsibility and engagement that extends far beyond its campus, making a lasting and meaningful impact on the world.**



## II. DEVELOP ECOSYSTEMS OF SUSTAINED INTELLECTUAL CONTRIBUTION

### Strategies

To realize its strategy of sustainability through developing ecosystems of sustained intellectual contribution, SUAD has devised a comprehensive set of actions and initiatives. These actions are designed to foster an environment of continuous intellectual growth and collaboration, both within the university community and beyond. Here is a detailed development of these elements:

#### CREATION OF INTERDISCIPLINARY COLLABORATIVE ECOSYSTEMS

SUAD recognizes that excellence in scholarship and research, combined with strong international partnerships, can serve as the foundation for developing ecosystems of interdisciplinary collaboration. These ecosystems will revolve around key strategic themes aligned with the needs and aspirations of the UAE and the broader international community.

The university will promote cross-disciplinary projects and initiatives that bring together faculty, researchers, and students from various fields to address complex global challenges. By creating these ecosystems, SUAD aims to contribute to innovative solutions and knowledge-driven progress.

#### COLLABORATION WITH EXTERNAL INSTITUTIONS

In its pursuit of sustained intellectual contribution, SUAD will actively foster collaboration with other institutions, both locally and globally. This collaboration is essential for broadening the intellectual landscape and encouraging diverse perspectives.

To facilitate this, the university will actively promote networking and knowledge exchange through participation in conferences, seminars, lectures, and workshops. Such interactions will not only enrich the intellectual environment but also extend the university's impact beyond its campus.

#### KNOWLEDGE MANAGEMENT ENHANCEMENT

To ensure that intellectual contributions are effectively documented and archived, SUAD will enhance its internal knowledge management system. This system will provide a structured and efficient mode for documenting and preserving scholarly works, research findings, and other intellectual contributions.

Effective knowledge management is critical for preserving the university's intellectual legacy and making it accessible for future generations of scholars, students, and researchers.

#### LIFELONG LEARNING OPPORTUNITIES

SUAD will further develop its continuous lifelong learning opportunities on themes related to the UAE National Pillars for 2030. In particular, we will offer programmes related to Sustainable Environment and Infrastructure, Cohesive Society and Preserved Identity, a Competitive Knowledge Economy and Safe Public and Fair Judiciary.

#### COMMUNITY ENGAGEMENT AND GLOBAL EXCHANGE

To support its commitment to diversity and inclusion, SUAD will encourage active engagement with the broader community. This will involve outreach programmes, knowledge-sharing events, and partnerships with local and international organizations.

These activities aim to position SUAD as a global hub for fostering cross-cultural exchange and enriching intellectual discourse. By creating a platform for dialogue and collaboration, the university will promote global awareness, understanding, and shared intellectual growth.

**Through the implementation of these actions, SUAD strives to create a dynamic and sustainable ecosystem of intellectual contribution. This ecosystem will not only strengthen the university's position as a knowledge-driven institution but also enable it to play a vital role in addressing global challenges and contributing to the growth and development of both the UAE and the broader international community.**

**SUAD's commitment to sustained intellectual contribution underscores its dedication to making a lasting impact on society through knowledge, innovation, and collaboration.**



### III. BUILD A SUSTAINABLE UNIVERSITY MODEL

#### Strategies

To achieve its strategic goal of building a sustainable university model, known as the Sustainable Campus, SUAD has outlined a multifaceted approach that incorporates various key actions and initiatives. These actions are designed to create a resilient and sustainable institution that meets the evolving needs of the university community while also contributing to broader environmental and societal objectives. Here's an in-depth development of these elements:

#### ATTRACTING AND RETAINING HIGH CALIBER STAFF

A critical pillar of building a sustainable university model is the attraction and retention of high-caliber faculty and staff. By fostering a highly skilled and motivated workforce, SUAD can deliver quality education and innovative solutions to its community. The university will enhance its recruitment strategies and set annual target recruitment rates to ensure our continued and sustained growth in terms of programmes, student numbers and outreach.

Moreover, SUAD recognizes that its faculty and staff's skills and expertise are integral to its success as a growing transnational institution. To support this, it will provide opportunities for continuous professional growth and development.

#### ENSURING WELLBEING OF STUDENTS AND STAFF

A safe, inclusive, and supportive environment is essential for the physical, mental, and emotional wellbeing of students and staff. SUAD will prioritize creating such an environment by providing resources, support systems, and open channels of communication. By addressing the holistic wellbeing of its community members, the university will build a resilient foundation for academic and personal growth.

#### CREATING A GREEN CAMPUS

As part of the global Green Revolution, SUAD will work in collaboration with international colleagues to establish a green campus. This initiative will be built upon the DD&RS Framework for Sustainable Development and Social Responsibility. The university will adopt environmentally sustainable practices and craft a long-term sustainability plan.

Through initiatives such as reducing waste, conserving energy, and promoting responsible resource management, SUAD will actively contribute to environmental conservation efforts and reduce its ecological footprint.

#### PROMOTING RESOURCE EFFICIENCY

SUAD acknowledges the importance of resource efficiency and its role in supporting national efforts to reduce carbon emissions. The institution will prioritize resource efficiency in campus management. This includes implementing technologies and practices that minimize waste, energy consumption, and carbon emissions. By promoting resource efficiency, SUAD can lead by example and inspire broader environmental stewardship.

#### DIVERSIFYING INCOME SOURCES

To ensure financial sustainability, SUAD will diversify its income sources. This includes generating income through executive education, research, and consultancy services, while also identifying new revenue streams. By broadening its financial base, the university can fund essential programmes and initiatives that contribute to its long-term sustainability.

#### TRANSFORMING INTO A TECHNOLOGY-DRIVEN SMART CAMPUS

To modernize its operations and foster inclusivity, SUAD will invest in infrastructure and technology. The university aims to become a technology-driven smart campus where cutting-edge technology enhances accessibility and inclusivity for all.

This includes leveraging digital tools for teaching, research, and administrative processes. By embracing technology, SUAD can provide a modern and responsive educational environment.

In conclusion, SUAD's Sustainable Campus strategy is a holistic approach that addresses sustainability from multiple angles, encompassing human resources, environmental conservation, financial stability, and technological innovation.

**By implementing these actions, SUAD is committed to becoming a model of a sustainable university, where academic excellence and environmental responsibility go hand in hand, ultimately enriching the lives of its community and contributing to a more sustainable future.**



## IV. BUILD PARTNERSHIPS TO SUPPORT RESPONSIBLE AND SUSTAINABLE STEWARDSHIP

### Strategies

To achieve its strategy of sustainability through building partnerships that support responsible and sustainable stewardship, SUAD is committed to a multifaceted approach that promotes environmental and social responsibility within the university and its external relationships. These actions are designed to foster collaboration and ensure alignment with sustainable practices. Here is a comprehensive development of these elements:

#### CREATION OF AN ADVISORY FORUM

SUAD recognizes that effective collaboration is central to identifying, promoting, and implementing responsible environmental and social practices. The university will establish an advisory forum within its organizational structure, consisting of diverse stakeholders.

This forum will serve as a platform for dialogue, knowledge exchange, and joint decision-making, bringing together representatives from academia, students, administration, local community, and industry partners. Through this forum, SUAD will harness collective expertise to develop, implement, and oversee responsible stewardship practices.

#### CULTIVATION OF DIALOGUE

To further its sustainability goals, SUAD will actively engage in dialogues with both local and international organizations. These conversations will aim to establish common ground and shared objectives in creating sustainable environments.

Through this dialogue, academic institutions, industry stakeholders, and other organizations will collaborate to identify best practices, exchange knowledge, and work together to address sustainability challenges.

#### ALIGNMENT OF PARTNERS AND SPONSORS

SUAD is committed to ensuring that all its partners, vendors, and sponsors share its dedication to being a Green Campus. The university will implement a stringent evaluation process to assess the environmental and social responsibility practices of these entities.

This evaluation will verify that partners and sponsors align with SUAD's commitment to sustainability. It may involve criteria related to environmental impact, ethical business practices, and alignment with the university's values and goals.

#### ONGOING EVALUATION OF PARTNERSHIPS

SUAD understands the dynamic nature of partnerships and the evolving landscape of sustainability practices. To maintain effectiveness and alignment with its sustainability plans, the university will institute a regular evaluation process for its partnership agreements with external parties.

This periodic assessment will ensure that partnerships continue to contribute positively to sustainability objectives. If misalignment or issues arise, SUAD will take necessary actions to rectify the situation, which may include renegotiating agreements, setting new expectations, or discontinuing partnerships that do not support responsible stewardship.

In summary, SUAD's commitment to sustainability through responsible and sustainable stewardship is underpinned by strong partnership-building strategies. These actions facilitate collaboration, dialogue, and alignment with stakeholders, both internal and external, to collectively work towards a sustainable future.

By creating advisory forums, fostering dialogues, ensuring partner alignment, and conducting ongoing evaluations, SUAD aims to lead by example and inspire broader efforts in responsible environmental and social practices. Through these strategic actions, SUAD is poised to fulfill its commitment to sustainability.



## V. RAISE FUTURE GENERATIONS OF CONSCIOUS CITIZENS

### Strategies

To achieve its strategy of sustainability and contribute to nurturing a sustainable global society of conscious citizens, SUAD is dedicated to implementing a comprehensive set of actions that will instill a culture of responsibility, critical thinking, and global engagement in its students.

These actions are designed to create an environment where students are actively involved in sustainability initiatives and are exposed to diverse perspectives and experiences. Here is a detailed development of these elements:

#### FOSTERING A CULTURE OF RESPONSIBLE CITIZENS

SUAD will begin cultivating a culture of responsibility from the moment students enter the institution. Through orientation and ongoing programmes, the university will promote values of social and civic responsibility, instilling these principles into the foundation of the student experience. Students will be encouraged to understand their roles in contributing to a sustainable global society.

#### EMBEDDING CRITICAL THINKING

Critical thinking is recognized as a vital skill in addressing complex global issues. SUAD will ensure that critical thinking is integrated throughout the student experience, from educational programmes and research to participation in conferences, events, and student-led discussions. This approach will equip students with the skills needed to analyze and address sustainability challenges effectively.

#### EMPOWERING STUDENTS FOR SUSTAINABILITY INITIATIVES:

SUAD aims to empower its students to drive sustainability initiatives and collaborate on research projects with global outreach. Students will be encouraged to propose, lead, and participate in projects that promote sustainability, both within the university and on a broader scale. The university will provide resources and support for these initiatives.

#### PROMOTING CULTURAL DIVERSITY

Cultural diversity is a cornerstone of understanding and embracing a sustainable global society. SUAD will expose students to diverse cultures, traditions, and lifestyles through various activities and cultural events. These experiences will broaden students' perspectives, encourage tolerance, and foster an appreciation for global diversity.

#### SUPPORTING COMMUNITY ENGAGEMENT

SUAD will actively encourage and support students to engage in community-based projects. These projects can address local or global sustainability challenges and provide students with practical opportunities to apply their knowledge and contribute to positive change in the community.

#### HOSTING AN ANNUAL INTERNATIONAL YOUTH COP

As part of its commitment to global engagement, SUAD will organize an annual international Youth COP (Conference of the Parties) event. This initiative will enable students to actively participate in and contribute to global discussions on climate and the environment. By organizing and hosting this event, SUAD will provide a platform for students to voice their concerns, share innovative ideas, and collaborate on sustainable solutions on an international scale.

**In summary, SUAD's strategy for sustainability is deeply rooted in its commitment to educating conscious citizens who actively contribute to a sustainable global society. By fostering a culture of responsibility, embedding critical thinking, empowering students, promoting diversity, supporting community engagement, and organizing an annual international Youth COP, SUAD is actively preparing its students to address global sustainability challenges and make a positive impact in the world.**

**Through these strategic actions, SUAD is poised to fulfill its mission of nurturing responsible and conscious global citizens.**



## VI. SUPPORT NATIONAL AND INTERNATIONAL EFFORTS TO ACHIEVE THE UN SUSTAINABLE DEVELOPMENT GOALS

### Strategies

To fulfill its commitment to supporting national and international efforts aimed at achieving the United Nations Sustainable Development Goals (SDGs), SUAD has outlined a comprehensive set of actions.

These actions are designed to leverage the university's unique strengths, promote collaboration, and empower students to actively contribute to the global sustainability agenda. Here is a detailed development of these elements:

#### ESTABLISHING SUAD AS A GLOBAL HUB FOR SUSTAINABILITY

SUAD recognizes the importance of its geographic location and the strength of its international research networks. Leveraging these advantages, SUAD will position itself as a hub for dialogue and action by convening global experts and scholars to address regional sustainability challenges.

The university will organize forums, conferences, and collaborative projects that bring together international expertise to provide innovative solutions to the specific sustainability issues faced in the UAE and the broader region.

#### COLLABORATION WITH DIVERSE STAKEHOLDERS

To drive innovation and resource mobilization in support of the UAE's sustainable development goals, SUAD will actively collaborate with various stakeholders. This collaboration will encompass government agencies, civil society organizations, national and international bodies, and higher education institutions.

SUAD recognizes the collective power of partnerships and seeks to create a collaborative ecosystem that fosters innovative approaches to addressing complex sustainability challenges.

#### EMPOWERING STUDENTS AS SUSTAINABILITY ADVOCATES

SUAD will engage and empower its students to become advocates for the achievement of the UN Sustainable Development Goals. The university will incorporate sustainability education and awareness into its curriculum, encouraging students to integrate sustainability principles into their academic and extracurricular activities.

SUAD aims to instill a sense of responsibility and active participation in students, empowering them to contribute meaningfully to a sustainable future.

#### SUPPORTING UAE'S NET ZERO INITIATIVES

In alignment with the UAE's goal to achieve net-zero carbon emissions by 2050, SUAD will actively support these national initiatives. The university will contribute to research, innovation, and education related to sustainability and environmental conservation. By conducting research, implementing sustainable practices on campus, and supporting national efforts, SUAD will play a significant role in advancing the UAE's commitment to carbon neutrality.

**SUAD's commitment to supporting the UN 2030 Sustainable Development Goals is underpinned by its dedication to collaboration, innovation, and education. Through these actions, the university aims to be a driving force in regional and global sustainability efforts, empowering students and fostering partnerships that will collectively contribute to a more sustainable and equitable future.**

**SUAD recognizes that addressing social, economic, and environmental challenges requires a concerted effort from all sectors of society, and the university is poised to play a vital role in this transformative journey.**



## KPIs TO MEASURE THE SUCCESS OF SUAD'S STRATEGIES FOR SUSTAINABILITY

1. Percentage of non-governmental income to total budget.
2. Percentage of budget allocated for research of total budget.
3. Percentage budget allocated to SUAD's sustainable campus strategy.
4. Percentage annual reduction in the SUAD carbon footprint.
5. Number of student initiatives and activities on global sustainability.

These KPIs serve as valuable tools to evaluate SUAD's progress in its sustainability initiatives and provide insights into the university's effectiveness in fostering social and civic responsibility, intellectual contribution, sustainability, and global engagement. High values of these KPIs indicate that SUAD is making a significant impact and contributing positively to the sustainability goals it has set.







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