



معهد القيادة  
في التعليم العالي  
INSTITUTE OF LEADERSHIP  
IN HIGHER EDUCATION

مكتب نائب مدير الجامعة للشؤون الأكاديمية  
VICE CHANCELLOR FOR ACADEMIC AFFAIRS

# ANNUAL REPORT 2022-2023



# Table of Contents

• Introduction	4
• Message from the Chancellor	5
• Message from the Vice Chancellor for Academic Affairs	6
• Message from the Institute's Director	7
• Institute's Vision, Mission, & Goals	8
• Institute's Organizational Chart	9
• Report in Numbers	10
<b>1. Professional Development Workshops</b>	
1.1. Professional Development Workshops Delivered	11
1.2. Overall Workshops' Evaluation	16
<b>2. Faculty-focused Projects &amp; Initiatives</b>	
2.1. New Faculty Development Program	18
2.2. Teaching Excellence and Innovation Grant	18
2.3. Empowering Faculty with Open AI Technology	19
2.4. Capacity Building Workshop for Department Chairs	20
2.5. 4 <sup>th</sup> Teaching and Learning Forum 2023	20
2.6. 2 <sup>nd</sup> Faculty Advising Champion Initiative	21
2.7. Faculty Peer Observation of Teaching (PoT)	22
2.8. Brown Bag	23
2.9. Promoting Diversity in the College of Communication	23
2.10. Learning and Technology Partnerships.	24
2.11. Empowering Faculty for Future: Unity Training at UoS	25
2.12. ILHE Services for Faculty	26
<b>Curriculum &amp; UoS Academia Community Development</b>	
3.1. Digital Media Studio	27
3.2. Online Web Presence	28
3.3. Guest Speaker at CoBA Annual Teaching and Learning Workshop	29
<b>Students-focused Projects &amp; Initiatives</b>	
4.1. 2 <sup>nd</sup> Emirati Future Leadership Initiative	30
4.2. Academic Integrity and Verbal Bullying Awareness	31
4.3. 3M Student Competition	33
4.4. Design for Future Higher Education Student Competition	34
4.5. Employability Workshops - College of Graduate Studies	35
4.6. Continuing Education in Professional Life Workshop	36
4.7. The Leadership Camp for UoS Ushers	37
4.8. MOOC Development at University of Sharjah	37
4.9. Video Editing Workshop Using iMovie for College of Fine Arts (CFAD) Students	38

---

## **New & Upcoming Programs & Initiatives**

5.1. New Hiring	39
5.2. Relocation/New Office M3	40
5.3. Mentorship Program	41
5.4. VR for Teaching and Learning Initiative	42
5.5. Curriculum Alignment with the Skills of Labor Market	42



# Introduction

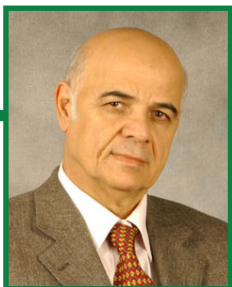
The Institute of Leadership in Higher Education (ILHE) is delighted to present the 2022/2023 Annual Report. Our commitment to supporting the University of Sharjah (UoS) as a beacon of world-class teaching, learning, and research remains unwavering in a rapidly evolving educational landscape.

Throughout the year, ILHE has facilitated dynamic training sessions and workshops that have kept UoS faculty abreast with emergent trends in higher education, particularly in the realm of AI and digital technologies. Our innovative programs and initiatives have continued to equip faculty with the skills and knowledge to enrich student learning experiences, both in-person and in increasingly popular digital environments.

This report provides an overview of our key undertakings, accomplishments, and the direction we are forging for the future. We invite you to explore our strides and join us in envisioning the exciting journey ahead.







## Message from the Chancellor

As we navigate a world transformed by technological advancements and global interconnectivity, the University of Sharjah remains a pioneer in the Middle East and the Gulf region's academic landscape. With our diverse academic portfolio spanning 14 colleges and over 111 programs, we continue to attract and nurture world-class faculty members, staff, and students.

Our commitment to professional development remains unswerving, fueling our march towards becoming an AI-integrated higher education institution. We understand that embracing the advent of artificial intelligence is paramount to meeting and exceeding the highest international education standards.

In our commitment to staying ahead of the curve, the Institute of Leadership in Higher Education is crucial. Through its annual development session program, the Institute works in line with our 2019-24 strategic plan to prepare our staff and faculty for the evolving challenges of the academic field, from harnessing the power of AI in higher education to championing innovative teaching methodologies.

By embarking on this transformative journey together, we continue to offer world-class education, pioneer cutting-edge research, and drive responsible community service. As we venture into a future marked by change and innovation, I encourage our faculty and staff to engage with the Institute of Leadership in Higher Education. Only through continuous learning and adaptation can we ensure the University of Sharjah remains a beacon of excellence in a rapidly changing world.



## Message from the Vice Chancellor for Academic Affairs

The University of Sharjah is more than an institution of learning; it's a thriving community committed to fostering a culture of high performance, adaptability, and continuous learning. As we face the demands of the 21<sup>st</sup> century, our commitment to staff and faculty development has never been more important.

Our Institute of Leadership in Higher Education is a testament to this commitment, providing a robust program of professional development opportunities that respond to the ever-evolving higher education climate. From mastering the use of AI in pedagogy to nurturing essential leadership skills, our program addresses the areas of development most critical to our mission.

The journey towards an AI-integrated future is exciting and challenging. I encourage everyone to actively participate in our development programs. Your engagement will be instrumental in fulfilling our strategic objectives and ensuring the University of Sharjah continues to be a beacon of academic excellence.

”



## Message from Director of Institute of Leadership in Higher Education

Here at the Institute of Leadership in Higher Education, we understand that the future of higher education is tied to our ability to adapt, innovate, and lead. We are committed to fostering a learning environment where staff and faculty can continuously evolve their skills and contribute to the ever-transforming academic landscape.

To stay at the forefront of educational advancements, our development programs and workshops for this year will focus on areas such as AI in Higher Education, Diversity, Equity, and Inclusion (DEI), Professional Ethics, and Technological Proficiency. These were carefully selected to align with the evolving needs of our faculty and the university's 2019-24 strategy. As we set out on this journey of exploration and learning, I invite each one of you to be a part of it. Together, we can shape the future of education at the University of Sharjah, reinforcing our reputation as a leading academic institution ready to meet the challenges of the new world.

# Institute's Vision, Mission, & Goals

## ILHE Vision

The ILHE aspires to be a regional hub advancing leadership in higher education and inspiring teaching excellence through innovative training, academic programs, and scholarship in teaching and learning research.

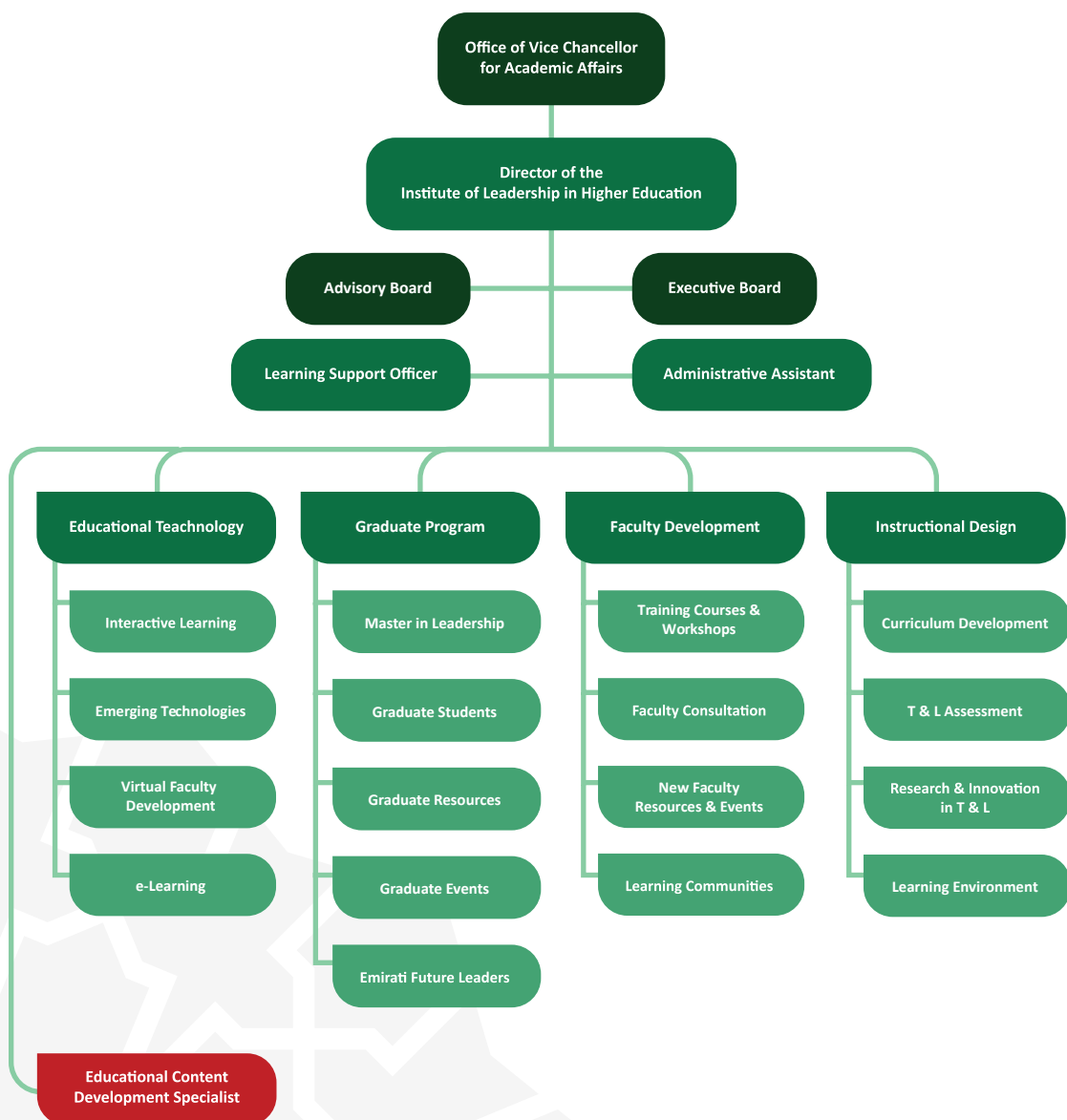
## ILHE Mission

The mission of the ILHE is to strengthen the professional knowledge and leadership skills of faculty and higher education practitioners in the UAE and beyond. It leads and provides development training, educational programs, and pedagogical research opportunities to foster exceptional leadership practices and the teaching and learning process.

## ILHE Goals

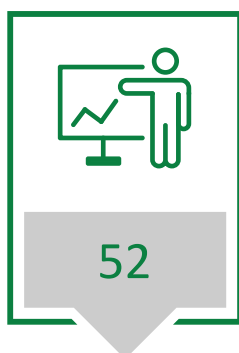
- Training of faculty in the university in the full spectrum of the art and science of education.
- Providing expert support for innovation in course development, delivery, and assessments in the higher education context.
- Supporting the development of leadership skills in higher education nationally, regionally, and internationally.
- Advancing educational knowledge and practice by offering funding opportunities for action/classroom research and scholarly activities.
- Developing mechanisms for sustainable academic programs aimed at supporting the university's transformative agenda.
- Working towards becoming a hub for excellence in higher education leadership, policies, and research in the country, regionally and globally.

# ILHE Organizational Chart





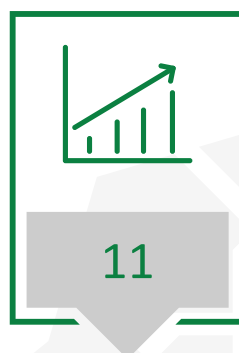
## Report in Numbers



Training Workshop



Participants



Initiatives & Projects



Delivered Training  
Hours



## 1. Professional Development Workshops

### 1.1. Professional Development Workshops Delivered

From August 2022 to May 2023, we have successfully conducted a total of 52 enriching workshops. The workshops were diversified, focusing on three core areas: Academic Advising, Teaching & Learning in the Age of AI, and Pedagogical Skills. While a portion of these workshops were made publicly accessible to all faculty members, a specific segment was carefully customized to align with the requirements of distinct programs.

No	Date	Title	Description
1	8 Aug 2022 (En)	Promoting Excellence in Academic Advising	This workshop provided insights and shared best practices to enhance the quality and effectiveness of academic advising, emphasizing the role of advising in supporting student success.
2	16 Aug 2022 (En)	New Approaches to Academic Advising through Innovative Technology: Overview of Flipped Advising	This workshop introduced participants to the concept of flipped advising, demonstrating how innovative technology can be used to transform the traditional advising approach and provide more personalized support to students.
3	22 Aug 2022 (En)	Academic Advising and Career Success	Focusing on the vital connection between academic advising and career readiness, this workshop discussed how advisors can help students make informed decisions that align with their career goals.
4	29 Aug 2022 (En)	Addressing Student Anxiety and Resilience During Times of Crisis	In this workshop, attendees learned strategies to help students manage anxiety and build resilience, particularly in challenging times, emphasizing the role of advisors in fostering students' mental health and wellbeing.
5	19 Sep 2022 (Ar) 21 Sep 2022 (En)	Psychological Processes of Learning	This workshop was designed to help new faculty understand the core psychological processes involved in learning, enhancing their teaching effectiveness.

No	Date	Title	Description
6	20 Sep 2022 (Ar) 21 Sep 2022 (En)	Effective Instructional Designing for Employability	Aimed at both new faculty and other staff, this workshop emphasized strategies for integrating employability skills into course design, supporting student career readiness.
7	27 Sep 2022 (Ar) 27 Sep 2022 (En)	Effective Assessment and Examination Strategies	In this session, new faculty were introduced to diverse and efficient examination and assessment techniques, enhancing their ability to evaluate student understanding and progress.
8	27 Sep 2022 (En) 28 Sep 2022 (Ar)	How Does Learning Work Best Using Emotional Intelligence	This university-wide workshop delved into the crucial role of emotional intelligence in learning, providing faculty with insights on how to leverage it for improved student engagement and outcomes.
9	29 Sep 2022 (Ar) 29 Sep 2022 (En)	Developing Grading Rubrics	Aimed at new faculty, this workshop outlined best practices for developing grading rubrics that are fair, transparent, and comprehensive, supporting accurate and meaningful assessment of student work.
10	5 Oct 2022 (En) 5 Oct 2022 (Ar)	Rethinking Examinations in Higher Education	Available to all faculty, this workshop challenged traditional concepts of examination and proposed innovative alternatives that promote deeper learning.
11	9 Oct 2022 (En) 9 Oct 2022 (Ar)	Building Interactive Course in Blackboard Ultra	Designed for new faculty, this session provided hands-on training on how to create dynamic and engaging online courses using Blackboard Ultra.
12	11 Oct 2022 (En) 11 Oct 2022 (Ar)	Creating and managing Online Assessments for Students	This workshop guided new faculty through the process of creating and administering effective online assessments, with an emphasis on academic integrity.
13	13 Oct 2022 (En)	Moving from Teacher-Centered to Student-Centered Learning	Available to all faculty, this workshop offered insights and strategies for adopting a student-centered teaching approach that empowers learners and fosters deeper understanding.

No	Date	Title	Description
14	1 Nov 2022 (En) 1 Nov 2022 (Ar)	Engaging & Motivating Students	This workshop, part of the New Faculty Development Program, shared techniques for maintaining student interest and motivation, critical factors in learning success.
15	2 Nov 2022 (En) 2 Nov 2022 (Ar)	Online Teaching and Student Learning Engagement Tools	This session helped new faculty navigate various online teaching tools and strategies to foster student engagement in the virtual classroom.
16	14 Nov 2022 (En) 14 Nov 2022 (Ar)	Program Development and Accreditation	This workshop provided new faculty with an overview of program development and the accreditation process, including key criteria and best practices.
17	21 Nov 2022 (En) 21 Nov 2022 (Ar)	Exam Rules, Regulations, and Academic Integrity	A crucial part of the New Faculty Development Program, this workshop provided guidance on upholding academic integrity and adhering to examination rules and regulations.
18	22 Nov 2022 (En & Ar)	Academic Advising	New faculty attended this workshop to develop their skills and understanding in providing effective academic advice to students.
19	23 Nov 2022 (En) 23 Nov 2022 (Ar)	Defining and Situating SoTL and Action Research	As part of the New Faculty Development Program, this workshop introduced faculty to the Scholarship of Teaching and Learning (SoTL) and action research, key components of academic professional development.
20	29 Nov 2022 (En & Ar)	Statistical Analysis: Principles and Tools	This workshop provided new faculty with a solid understanding of statistical analysis, essential for both teaching and research.
21	30 Nov 2022 (En & Ar)	UoS Direction: Strategies, Vision, Mission, & Values	An integral part of the New Faculty Development Program, this workshop communicated the strategic direction of UoS and its core values, assisting faculty to align their work with the institutional mission.
22	11 Jan 2023 (En) 2 Feb 2023 (Ar)	Advising At-Risk & Struggling Students Workshop	Available to all faculty, these workshops, one virtual in English and one in-person in Arabic, equipped educators with strategies for supporting and advising at-risk students.

No	Date	Title	Description
23	30 Jan 2023 (En)	Capacity Building Workshop for Department Chairs	This specialized workshop provided Department Chairs with the knowledge and skills to effectively manage their departments and support their staff.
24	8 Feb 2023 (En)	The Future of Education with AI Chatbots: Challenges, Opportunities, and Implications	Challenges, Opportunities and Implications": As the first of a 3-workshop series, this session provided all faculty with an overview of AI chatbots in education, discussing the potential implications, opportunities.
25	13 Feb 2023 (En) 16 Feb 2023 (Ar)	Critical Thinking & Analysis	Conducted in collaboration with the College of Graduate Studies, this workshop aimed at honing the critical thinking and analysis skills of graduate students.
26	20 Feb 2023 (En) 22 Feb 2023 (Ar)	Analytical Thinking & Innovation	Another collaboration with the College of Graduate Studies, this session focused on developing students' abilities to think analytically and innovatively.
27	20 Feb 2023 (En)	Utilizing AI Chatbots in Teaching Learning	The second in the series of three workshops, this session explored the practical aspects of using AI chatbots in education, offering faculty members actionable insights for their teaching practice.
28	27 Feb 2023 (En)	Active Learning and Learning Styles	Delivered to UoS graduate students, this workshop focused on understanding different learning styles and promoting active learning techniques.
29	1 Mar 2023 (En) 2 Mar 2023 (Ar)	Leadership & Social Influence	This workshop, delivered to UoS graduate students, delved into the themes of leadership and social influence, equipping students with skills crucial for their professional life.
30	10 Apr 2023 (En)	Diversity and Inclusion: Creating a Culture of Belonging in Higher Education	Conducted for the College of Communication, this session highlighted the importance of fostering a culture of diversity and inclusion in higher education.

No	Date	Title	Description
31	12 Apr 2023 (En)	Brown Bag Gathering: The Scholarship of Teaching and Learning	This gathering offered a relaxed and open forum for discussing the Scholarship of Teaching and Learning and its application in the educational context.
32	13 Apr 2023 (En)	Teaching with Diversity in Mind: Culturally Responsive Pedagogy for the Modern Classroom	Delivered to the College of Communication, this workshop explored strategies for implementing culturally responsive pedagogy in the classroom.
33	25 Apr 2023 (En) 1 May 2023 (Ar)	Exams Regulations and Policies	This workshop provided all faculty with crucial information about exam regulations and policies to maintain academic integrity and fairness in the assessment process.
34	3 May 2023 (En)	Beyond Traditional Testing: Exploring Alternative Assessments in the Age of AI	The final workshop in the AI series, this session guided all faculty through the opportunities and challenges of alternative assessments in an AI-driven education environment.



## 1.2. Overall Workshops' Evaluation

Excellent Good Average Below Average

Responding and interacting with participants' questions and concerns



Knowledge of the subject matter explored



Content effectively communicated and presented



Adequate and effective use of learning aids/tools



Topics coherence



Improved participants knowledge and skills



Relevance of content to the nature of participants work



Variety of hands-on activities and exercises



Program schedule



Clear and well-defined objectives



The workshop length



The workshop timing

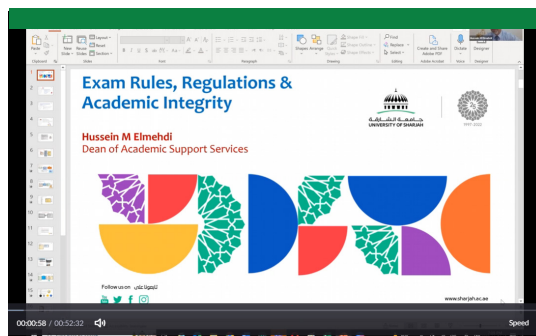






## 2. Faculty-focused Projects & Initiatives

### 2.1. New Faculty Development Program



A comprehensive program designed to enhance the pedagogical skills of newly graduated academics joining the University of Sharjah as faculty members.

A total of 14 workshops were delivered under four key categories: Pedagogical, Technological, Institutional, and Research. These workshops covered a broad range of professional knowledge and skills, including active learning strategies, technology-aided teaching and learning, effective assessment methods, program development, institutional effectiveness, and emotional intelligence.

### 2.2. Teaching Excellence and Innovation Grant

The “Teaching Excellence and Innovation Grant” initiative aligns with the University of Sharjah’s strategic goal to strengthen the teaching and learning process. The University leadership committed to funding this grant to develop and implement innovative pedagogical strategies that

foster excellence and scholarship in teaching, learning, and the effective use of technology. It also seeks to provide high-impact practice opportunities for students to participate in undergraduate research actively.

The program led and coordinated by the Institute of Leadership in Higher Education (ILHE) through the office of the Vice Chancellor for Academic Affairs (VCCA), has recognized 14 faculty members for their innovative contributions.

Chancellor’s Teaching Excellence and Innovation Grant (TEIG): The purpose of this grant is to support the faculty in the development, implementation, critical examination, and



dissemination of novel pedagogical strategies, and cutting-edge technology-aided assessments which help foster effective teaching and learning experiences.

Integration of Research into Undergraduate Education Grant (IRUEG): The purpose of this grant is to support the faculty in promoting undergraduate research and scholarly activities

to create active learning environments that help students develop inquiry and critical thinking skills within the classroom.

### 2.3. Empowering Faculty with Open AI Technology

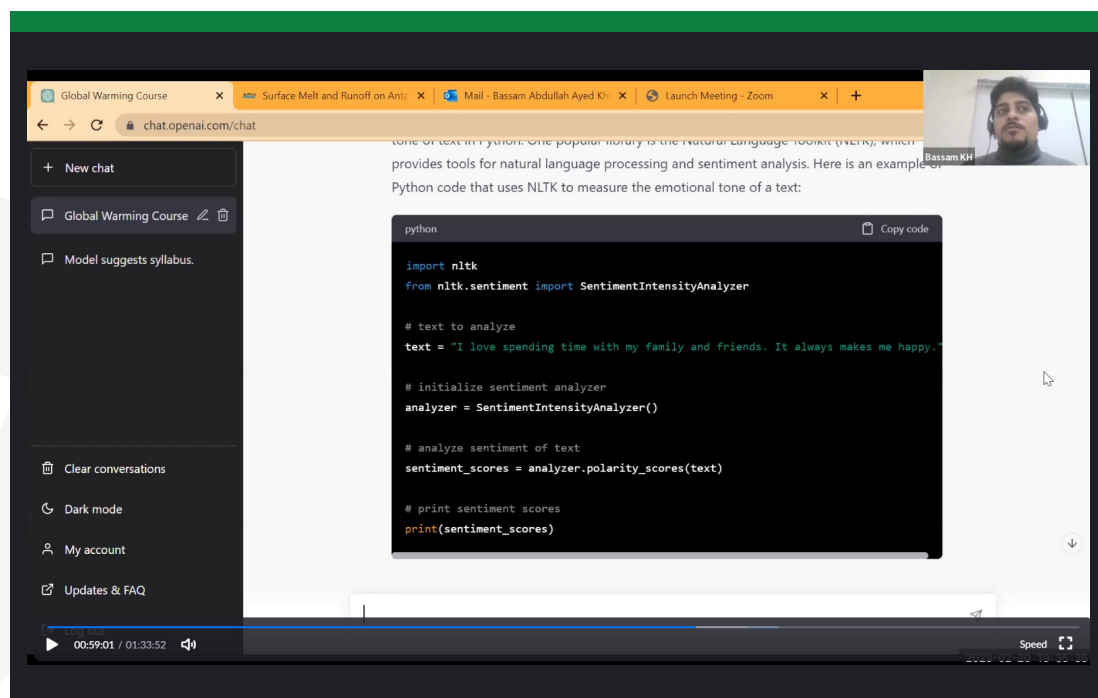
The Empowering Faculty with Open AI Technology initiative, implemented last year, was designed to equip faculty members at the University of Sharjah with the necessary skills and knowledge to effectively utilize AI chatbot technology, such as ChatGPT, in teaching and learning. Through a series of workshops, this initiative aimed to foster a deeper understanding of AI's potential impact on higher education and assist educators in harnessing the power of chatbots to create more engaging, personalized, and innovative learning experiences for their students.

This initiative consisted of three workshops

that covered various aspects of AI chatbots in education. These included an overview of the current landscape, practical strategies for implementation, and exploration of alternative assessments in the AI-driven classroom. The effectiveness of this training was measured to ensure that faculty members were successfully adopting and integrating chatbot technology into their teaching practices.

#### The Delivered Workshops:

1. The Future of Education with AI Chatbots: Challenges, Opportunities, and Implications
2. Utilizing AI Chatbots in Teaching & Learning
3. Beyond Traditional Testing: Exploring Alternative Assessments in the Age of AI





## 2.4. Capacity Building Workshop for Department Chairs

The Institute of Leadership in Higher Education (ILHE) hosted a full-day training for all department chairs at the University to enhance their leadership practices and roles. The objective of the event was to provide the attendees with an opportunity to reflect on their leadership styles and identify areas for improvement, familiarize them with procedures and resources to support colleagues, and develop their skills to effectively lead, manage, and mentor new colleagues. Additionally, the workshop aimed at strengthening their knowledge to enhance academic programs and motivate colleagues in diverse workplace contexts.



The event aims to provide department chairs with the necessary knowledge and skills to effectively lead their departments and support their colleagues. The training will address the challenges that chairs face in managing diverse workplace contexts and will provide practical solutions to enhance their leadership skills. The event will also provide an opportunity for chairs to network with their peers, exchange ideas, and collaborate on best practices.

## 2.5. 4<sup>th</sup> Teaching and Learning Forum 2023

The forum was designed to encourage faculty to improve pedagogical practices, expand awareness of various teaching, learning, and assessment strategies, and share ideas. With the theme of “Curriculum Transformation, Open AI, and Sustainable Employability,” the forum successfully brought together efforts to assess and elevate student learning.



### Objectives:

- Developing a curriculum that incorporates AI and prepares students for sustainable employability.
- Aligning the curriculum with industry trends and the needs of the job market.
- Addressing the ethical and social implications of AI in education and professional work environments.
- Preparing students for interdisciplinary careers in the industry.

### Event Summary:

- 178 people attended the event.
- Provided opportunity for faculty members to share their experiences.
- Invited international scholar from Australia.

## 2.6. 2<sup>nd</sup> Faculty Advising Champion Initiative

The "Academic Advising Champions" initiative seeks to elevate excellence in academic advising in alignment with the UoS mission and strategic goals.

The initiative involves designing and adapting an advising delivery system and skill set responsive to the evolving needs of students. Participating faculty members, nominated based on their advising proficiency, were invited to complete a self-assessment survey to give insights into their understanding of required competencies and effective advising tools. The goal of this initiative is to empower these faculty members, turning them into skilled advisors who uphold the professional ethics and virtues of the advising field.

In partnership with NACADA (The Global Community for Academic Advising), ILHE has delivered this program for 2 batches in 2021/2022 and 2022/2023.

### Number of Participants:

- Batch 1: 36
- Batch 2: 22

### Delivered workshops:

1. Promoting Excellence in Academic Advising
2. New Approaches to Academic Advising through Innovative Technology
3. Academic Advising and Career Success
4. Mental Health First Aid training for advisors
5. Academic Advising in a Post-pandemic World





## 2.7. Faculty Peer Observation of Teaching (PoT)

This program offers the opportunity for faculty members to engage in mutually beneficial professional engagement, which is not for assessment but for improvement in professional practices. To promote learning about teaching, resulting in positive transformation in the teaching and learning process. In completing the pilot process, we invited teaching excellence award faculty members to pilot the program across the colleges of the University.

To achieve the goals of the program, ILHE implemented 4-step Peer Observation Cycle in coordination with the Deanship of Academic Support Services:

**Stage 1:** A pre-observation conference

**Stage 2:** Classroom (Face-to-Face or Online) observation

**Stage 3:** Observation analysis and strategy session

**Stage 4:** A post-observation conference

Report on the pilot scheme was submitted to the Vice Chancellor for Academic Affairs.

Recognizing that we are now transitioning from reporting to expanding the program's implementation, we have planned a series of workshops for the beginning of the next semester. These workshops aim to equip faculty members with a clear understanding of peer observation's purpose and how to effectively carry it out. We look forward to deepening the engagement of faculty in this endeavor and fostering a culture of



mutual learning and teaching excellence within the university community.

### 2.8. Brown Bag

The "Brown Bag Gathering" initiative is an innovative approach to fostering communication, information sharing, and teaching enhancement within the University of Sharjah faculty community. These informal, 30-minute, online gatherings serve as an open forum where faculty members can share essential information about teaching interventions, discuss insights from various perspectives (such as assessment designs, gamification, use of technology, etc.), promote evidence-based teaching, and evaluate teaching outcomes.

Last semester, the university conducted one such gathering focusing on "The Scholarship of Teaching and Learning (SoTL)". This session aimed to collect, collate, debate, and discuss innovative pedagogical strategies as a means to enhance learning experiences and shift away from traditional instructor-centered teaching practices.

Moving forward, we plan to host a series of Brown Bag sessions next semester, each addressing a unique topic of interest. These gatherings aim to continue to foster a culture of mutual learning, pedagogical innovation, and excellence within our academic community.

### 2.9. Promoting Diversity in the "College of Communication"



Diversity and Inclusion in Teaching & Learning: The Diversity and Inclusion in Teaching & Learning initiative was developed in response to a request from the College of Communication. It comprised two workshops:

1. **"Diversity and Inclusion: Creating a Culture of Belonging in Higher Education"**: This workshop aimed to raise awareness about the importance of fostering a culture of inclusivity and belonging in higher education. It provided attendees with strategies for creating an inclusive environment where all students feel valued and have the opportunity to succeed.
2. **"Teaching with Diversity in Mind: Culturally Responsive Pedagogy for the Modern Classroom"**: This workshop focused on enhancing faculty understanding of culturally responsive pedagogy. It offered practical strategies for incorporating diversity and inclusion into teaching practices, promoting an inclusive learning environment that respects and values the diversity of student experiences and backgrounds.



## 2.10. Learning and Technology Partnerships

Teaching with Technology Partnerships is a learning and technology initiative that aims to support and promote the effective and innovative use of technology in teaching and learning. The partnerships are a collaboration between faculty, who act as subject matter experts, and ILHE specialists that serve as creative partners for developing and implementing their project. Below are 2 highlighted works done by faculty members partnered with ILHE specialist on their teaching with technology projects.

### Mobile Diagnosis Tools for Radiological Differential

The collaborative partnership with College of Dentistry that began as a consultation for the design and development of a mobile learning

tool for dentistry students. This collaboration has now evolved into a research project that successfully secured funding through the UoS Teaching Excellence and Innovation Grants. The outcome of this project is RadX, an interactive practical guide designed to assist users in conducting differential diagnoses of oral lesions. ILHE has contributed its expertise in instructional design to create engaging materials, utilizing existing teaching content. To optimize the learning experience, the instructional materials have been transformed into a mobile-friendly application using an online platform that is easily accessible for academics. The RadX application guides students through a series of step-by-step decisions, enabling them to generate a comprehensive list of potential diagnoses. This

innovative mobile application replaces the traditional method of using image diagrams and allows students to interactively make choices and save their results for future reference, thereby enhancing the overall learning process.

### Development of Online Interactive Assessment Tool in Electronic Health Record (EHR)



As part of the institute's direction to support faculty in the use of innovative education technology, a research collaboration was made with faculty from the College of Dentistry in design and developing an eLearning Interactive Assessment Tool in Electronic Health Records (EHR). The project was to create automate dentistry student training and assessment using medical records applications. The project sought to overcome the challenges associated with conventional direct observation methods. The core medical records applications, "axiUm" and "MiPACS," essential for Dentistry students, were simulated using the rapid e-learning authoring tool "Articulate Storyline". These simulated software applications were embedded in Blackboard to leverage the functions of the Learning Management System (LMS). A scenario-based approach was implemented to evaluate the students' competency in using these applications,

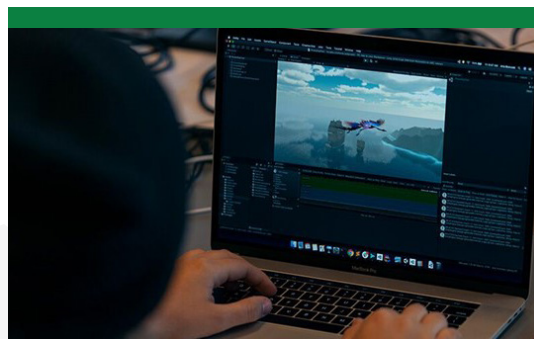
and the learning records of user competency were collected through a Learning Record Store (LRS) platform.

What initially began as a project to test the capability of an application that can automatically score student competency and record their experiences was transformed into a research endeavor supported by a Teaching Excellence and Innovation Grants.

### 2.11. Empowering Faculty for the Future: Unity Training at UoS

Abu Dhabi Government has established an initiative to make UAE a leading gaming hub in the region. As part of this initiative, AD Gaming and TwoFour54 have offered Unity's Train-the-trainer Programme (TTP) which is free for all faculty and staff members from universities within the UAE. However, the prerequisite of the program is to have working knowledge on Unity software.

ILHE has conducted in-house training session, organized in response to CFAD's request, ensured that participants attained a minimum competency level before enrolling in the Unity TTP. Three dedicated faculty members and one staff member attended the three-session training,





delving into the fundamentals of Unity software. Armed with newfound knowledge and skills, two of the participants were subsequently enrolled in the Unity TTP cohort that was held in Abu Dhabi. Skills in Unity software are highly valued in the industry due to the unprecedented growth and diverse applications of Unity in various fields. It is important for faculty to have this skill and be able to embed in their curriculum.

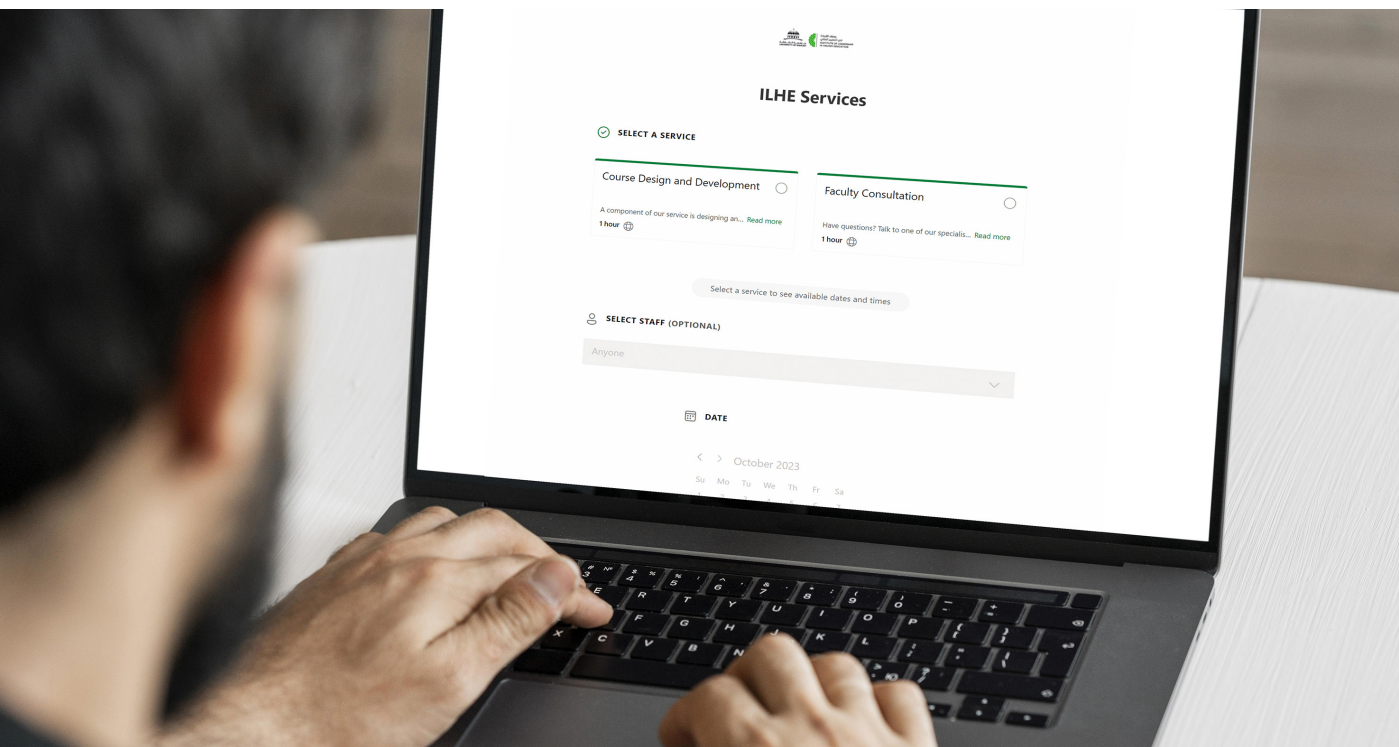
## 2.12. ILHE Services for Faculty

ILHE's exceptional faculty consultation services are designed to empower faculty members through professional development workshops, cutting-edge course creation, and innovative teaching methodologies. ILHE's consulting services focus on keeping up with the ever-evolving best practices in teaching and learning. After the COVID-19 pandemic, many faculty members started exploring unique pedagogies to make learning more effective. The flipped

classroom approach was one of those strategies which many faculties wanted to explore further.

Dr. (Prof) Gordian Udechukwu Ojiako availed the ILHE consulting service and contacted ILHE to understand the transformative power of flipping the traditional learning paradigm. The ILHE specialist provided the required information by customizing the implementation strategy for the required subject/topics. The strategy included a walk-through of the steps required to implement the flipped classroom. The latest tools and technology which can be used by the faculty member including the use of AI Chatbots like Chat GPT without compromising on integrity.

Specialists with different areas of specialization and language expertise are available to help the faculty members on various aspects which include, but are not limited to students' engagement strategies, diagnose educational problems, and suggest problem-solving strategies. They can be contacted by accessing the "Services" page on the ILHE website.



### 3. Curriculum & UoS Academia Community Development



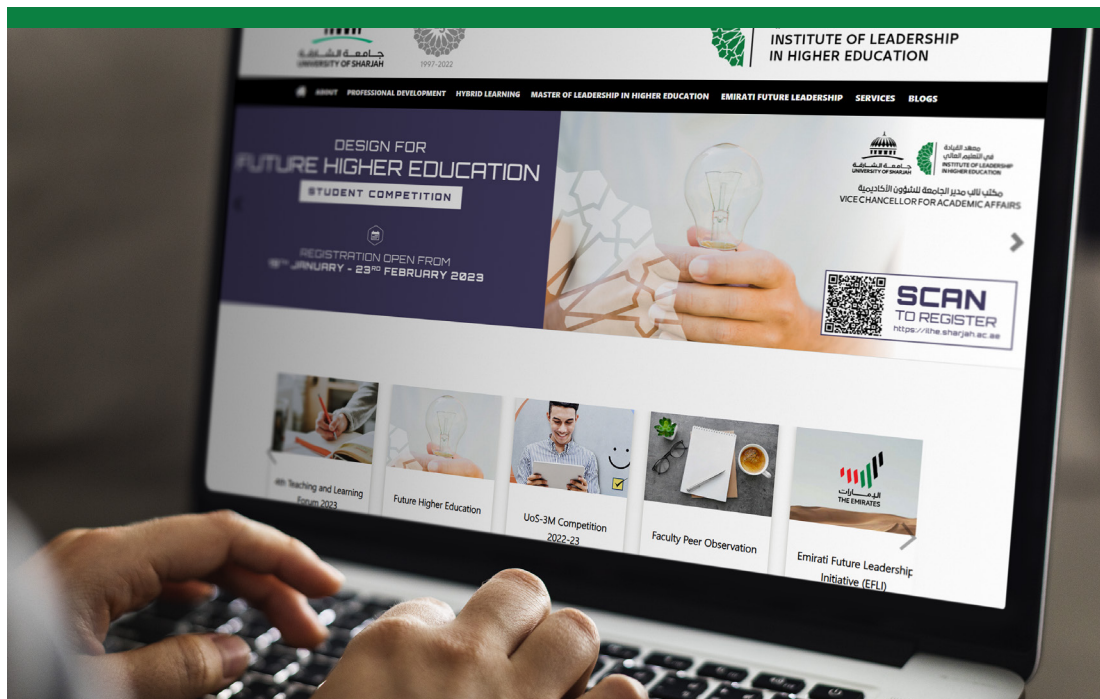
#### 3.1. Digital Media Studio

ILHE offers audio-video recording and post-production services to all University of Sharjah faculty members. Our state-of-the-art studio, equipped with the latest technology, enables faculty to seamlessly blend multimedia elements into their teaching process, resulting in the following benefits:

- **Enhanced Learning Experience:** Multimedia engages students and helps them visualize complex concepts effectively.
- **Improved Retention:** Studies show that students retain information better when presented in a multimedia format.

- **Increased Collaboration:** Multimedia fosters collaboration among students and teachers, allowing them to work together on projects.
- **Flexibility:** Multimedia provides flexible access to educational content anytime, anywhere, through various devices.

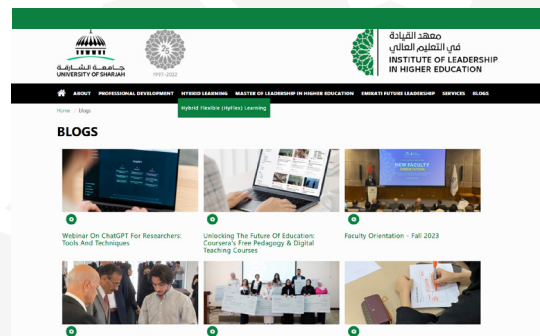
Faculty members utilized the ILHE studio for recording lectures, creating Hy-flex learning environments, enhancing presentations, and developing course content. ILHE expert team provides guidance and support throughout the media development lifecycle.



### 3.2. Online Web Presence

The ILHE has made significant efforts to maintain an impactful online presence by continuously updating and enriching the content and resources on our website, which serve to support and enhance the teaching and learning communities at the University of Sharjah (UoS). Recognizing the importance of delivering relevant and valuable information, we have recently introduced several new updates to the ILHE website. These updates encompass a range of resources specifically tailored to the unique needs of our users. We encourage everyone to explore our website and take advantage of the provided links to access resources that align with their interests and requirements. Our aim is to ensure that the ILHE website remains a valuable hub for the UoS community, offering a wealth of knowledge and

support for teaching and learning. Among the new features are a dedicated Teaching and Learning Blog and a convenient Specialist Consultation Booking Form. These additions further enhance the user experience and enable easier access to expertise and information. This form has been implemented to provide a convenient and direct way for faculty and staff at the University of





Sharjah (UoS) to book 1-to-1 sessions with our knowledgeable ILHE specialist team members. By utilizing this form, users can easily select their preferred specialist and schedule a session that fits their availability. The booking form seamlessly integrates with our calendar system, automatically blocking off the chosen session slot. This streamlined process ensures a smooth and efficient experience for users seeking specialized support and guidance from our ILHE team. We encourage UoS faculty and staff to take advantage of this valuable resource and make use of the Specialist Consultation Booking Form to enhance their teaching and learning practices. ILHE has initiated a page for blogs on the ILHE website. The blogs published on this page are dedicated to exploring the dynamic intersection of technology, pedagogy, traits, and various other aspects within the realm of higher education. The page also includes information on competitions and other events which are conducted by ILHE. The information includes but is not limited to the format of the competition, the judges, and the winners.

The blogs share insights on emerging educational technologies, such as artificial intelligence, virtual reality, and interactive learning platforms, and their potential to enhance student engagement and outcomes. It also deals with pedagogical approaches that promote active learning, critical thinking, and student-centered instruction, fostering a vibrant and inclusive educational environment.

ILHE blogs aim to analyze the transformative power of technology in reshaping the way one teaches, learns, and engages in academia. It will also help readers familiarize themselves with the latest trends, and practical strategies to empower

the faculty of the University of Sharjah (UoS). Since February 2023, ILHE has posted 15 posts. The plan is to make the blog an effective platform to create resources and share tips quickly from multiple perspectives.

### 3.3. Guest Speaker at CoBA Annual Teaching and Learning Workshop

The CoBA Teaching and Learning Committee invited ILHE to present at their annual Teaching and Learning Workshop, centered around the theme of “Innovation in Teaching and Learning”. As an Educational Technologist, Ilish delivered an engaging talk titled “Transforming Teaching and Learning with Technology”. This event not only provided a valuable platform for promoting innovative teaching and learning practices through technology but also fostered meaningful connections between ILHE and CoBA faculty members.



## 4. Students-focused Projects & Initiatives



### 4.1. 2<sup>nd</sup> Emirati Future Leadership Initiative

The "Emirati Future Leadership Program" is a six-month leadership training program customized to equip Emirati students with essential skills and knowledge. The program's primary objective is to lay a strong foundation for students, enabling them to inspire, empower, and effect transformative change both personally and professionally.

The program's unique approach focuses on practical application rather than heavy content and theory, facilitating immediate implementation of



the learned skills. This practical focus accelerates professional development, preparing students to be leaders of today and tomorrow. Having successfully graduated its first cohort in 2021,

ILHE ushered in the second cohort, comprising 16 students, in March 2023.

The graduation ceremony of the second cohort was a monumental event, marked by the presentation of three student-developed projects that showcased their potential contributions to community development. These projects included "Leadership for Sustainable Living", "Enhancing Creativity using Biomimicry Concept", and "Using Ergonomics to Promote Workplace Safety". The event was made even more special by the presence of His Highness Sheikh Sultan bin Ahmed Al Qasimi, the Deputy Ruler of Sharjah, Deputy Chairman of the Sharjah Executive Council, and Chairman of the Sharjah Media Council.

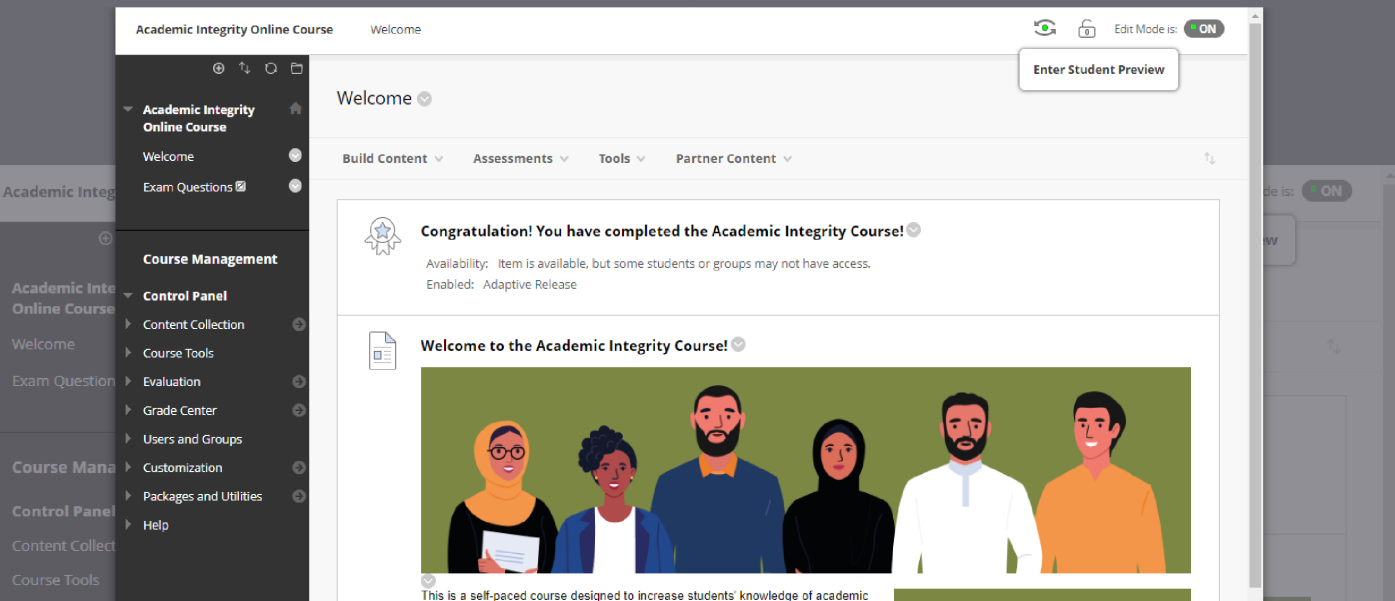
## 4.2. Academic Integrity and Verbal Bullying Awareness

ILHE remains steadfast in its commitment to fostering academic integrity and creating a campus environment free from verbal bullying. In alignment with the Ministry of Education's directives and the UAE Government's vision for education, ILHE continues to prioritize the development of a safe and inclusive learning atmosphere for all University of Sharjah (UoS) students.

### Progress Update: Online Course Accessibility

In our pursuit of these goals, ILHE has taken significant strides to ensure widespread access





to crucial educational resources. Both our online courses addressing Academic Integrity and Anti-Verbal Bullying have been made available to all University students, marking a substantial step forward in empowering our student body.

### Statistics:

- **Course Enrolment:** A commendable 29,527 students have enrolled in this vital course, demonstrating a clear dedication to upholding ethical academic practices.
- **Course Completion:** 4,260 students have successfully completed the Academic Integrity course, while 4,378 students have shown their commitment by completing the Anti-Verbal Bullying course.

### Enhanced Accessibility: Arabic Language Development

Recognizing the importance of linguistic inclusivity, ILHE is devoted to further enhancing accessibility to these courses. In response to the diverse linguistic backgrounds of our student community, plans are underway to develop

Arabic-language versions of both the Academic Integrity and Anti-Verbal Bullying courses. This strategic initiative aims to break language barriers and ensure that a broader spectrum of students can comprehend and engage with the content effectively.

### Upcoming Milestone

Anticipated for the upcoming Spring Semester 2023/2024, the Arabic versions of these courses will be rolled out, marking a pivotal moment in our pursuit of inclusivity and educational equity. This development represents ILHE's unwavering dedication to empowering students through education while emphasizing respect, integrity, and the eradication of verbal bullying within our academic community.

ILHE remains committed to providing resources and initiatives that not only educate but also foster a culture of integrity, empathy, and understanding among our students. Together, we will continue to strive for excellence while nurturing an environment where every individual feels valued, respected, and supported in their academic journey.



### 4.3. 3M Student Competition

This competition was organized to empower students to communicate their capstone projects, theses, or dissertations effectively in three minutes or less. Colleges nominated candidates for each category, with faculty members assigned to guide students in their projects. The competition culminated in a final event featuring winners from both Graduate and Undergraduate categories.

#### Competition in Number:

- 95 Students - College Level
- 37 Students – University Level (Final Competition)
- 8 Winners in Total





#### 4.4. Design for Future Higher Education Student Competition

The Design for Future Higher Education Student Competition took place from January 19th to April 27<sup>th</sup>, 2023. In the final event, 62 students from different colleges at the University of Sharjah, organized into 18 groups were selected to compete in four categories: AI & Education, Learning Environment and Resources, Inclusive Education, and Innovative Educational Technologies. 20 expert judges selected among the faculty members evaluated the students' designs and projects, which aimed to transform education.

During the period of the competition, the Institute of Leadership in Higher Education (ILHE) hosted several events, including initial briefing to all participant, an inspiring talk on entrepreneurship



by Dr. Syed Abidur Rahman from the College of Business Administration (CoBA), Design Thinking Workshop to support idea generation and final briefing by the head of judges to help participant prepare for the competition. The competition has provided a platform for students to demonstrate their creativity in exploring innovative learning approaches and fostering a culture of innovation in higher education.

#### 4.5. Employability Workshops - College of Graduate Studies

The Institute of Leadership in Higher Education (ILHE) has been committed to enhancing the employability skills of our University of Sharjah's graduate students. To accomplish this, we formed a fruitful collaboration with the College of Graduate Studies for the second consecutive year, resulting in a series of enriching Employability Workshops.

The workshops were specifically tailored to foster crucial skills in our graduate students, preparing them for the fast-paced and demanding professional world. They addressed areas such as

Critical Thinking and Analysis, Analytical Thinking and Innovation, Active Learning and Learning Styles, and Leadership and Social Influence, all of which have profound relevance in today's job market.

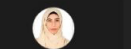
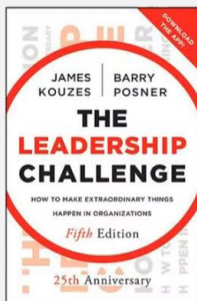
Each workshop was meticulously designed to ensure a comprehensive understanding of these topics, incorporating a balance of theoretical knowledge, practical exercises, and interactive discussions. We aimed to cater to various learning styles and stimulate active engagement, thereby maximizing the benefits for our participants.

### دراسات تحدي القيادة

نموذج تحدي القيادة هو نتاج جهد أكثر من 30 عامًا (1981 – 2012) من أبحاث كل من "جيم كوزيس" و "باري بوزنر"

الأغلبية من الناس الذين شملهم استطلاع المؤلفين و الاستبيانات و اللقاءات أجمعوا على أن القائد ينبغي أن يكون :

صادقًا





#### 4.6. Continuing Education in Professional Life Workshop

Understanding the importance of lifelong learning in professional development, ILHE delivered a seminar titled "Continuing Education in Professional Life". This seminar was conducted specifically for the students of the College of Fine Arts and Design as a part of their Professional Practice course.

The seminar aimed to highlight the importance of continuing education and lifelong learning as indispensable parts of professional life. It was designed to emphasize how acquiring new skills, updating existing ones, and staying abreast of industry trends and innovations are crucial for career advancement and professional growth.

This initiative underscores the Institute's commitment to enhancing the academic and

professional skills of our students across all disciplines. It also reflects our efforts to integrate key professional skills and values into our curriculum, preparing our students not only to excel academically but also to thrive in their future professions.





#### 4.7. The Leadership Camp for UoS Ushers



The ILHE, in response to a request from the Deanship of Students, conducted a Leadership Camp specifically tailored for the UoS Female Ushers. This one-day intensive program was designed to instill strong leadership qualities and foster a spirit of teamwork and cooperation.

The Leadership Camp aimed at equipping the Ushers with the necessary skills to guide, motivate, and inspire others during the organization and execution of various university events. The training focused on building key attributes such as communication skills, problem-solving abilities, confidence, decision-making, and a positive approach to addressing challenges.

Interactive sessions, team-building exercises, and real-life scenarios were incorporated to provide a hands-on experience. The day was a blend of theoretical knowledge and practical activities, designed to ensure the participants gained the most from the experience.

The Leadership Camp for UoS Female Ushers was met with positive feedback, reinforcing our belief in the importance of such initiatives. It reflects our ongoing commitment to developing student leaders, empowering them to positively

influence their communities within and beyond the University of Sharjah.

#### 4.8. MOOC Development at the University of Sharjah

At the University of Sharjah, we have initiated the development of MOOCs (Massive Open Online Courses). Specifically, we began with the creation of the "Arabic for Non-Arabic Speakers" course in collaboration with the Language Institute.

Out of the five planned modules for the course, three have already been created. These modules are designed to provide comprehensive Arabic language instruction to non-Arabic speakers. By offering this MOOC, we aim to make Arabic language learning accessible to a wider audience, fostering cultural understanding and promoting linguistic diversity.

This progress in developing the MOOCs at the University of Sharjah highlights our commitment to embracing innovative educational approaches and expanding our reach beyond traditional classroom settings.



#### 4.9. Video Editing Using iMovie Workshop for College of Fine Arts and Design (CFAD) Students

After redesigning the content and assessment of the Lighting course, ILHE conducted three sessions for the College of Fine Arts and Design (CFAD) students on how to use the iMovie app for video editing purposes related to the new tasks. This workshop aimed to enhance their skills in video editing and align them with the updated course requirements.

The sessions focused on introducing the students to the features and functionalities of the iMovie app, including basic video editing techniques such as trimming, splitting, adding transitions, and incorporating audio elements. Practical exercises and demonstrations were conducted to provide hands-on experience and ensure the students' understanding of the concepts taught.

The workshop received positive feedback from the participants, who appreciated the opportunity to learn and apply video editing skills specifically tailored to the Lighting course. They expressed enthusiasm about utilizing these newly acquired skills to enhance their creative projects and meet the course objectives effectively.

By incorporating these workshops into the redesign process, the Lighting course now equips students with not only theoretical knowledge but also practical skills in video editing using the iMovie app. This practical approach enhances their ability to create visually appealing and professional-quality videos, aligning with the evolving demands of the field.



## 5. New & Upcoming Programs & Initiatives

### 5.1. New Hiring

As part of our strategic expansion and commitment to support the University's ambitious vision for the future, we are excited to announce that we will be adding to our team at the Institute of Leadership in Higher Education (ILHE). To further strengthen our capabilities and deliver on our promise of excellence in higher education leadership, we will be hiring for the following positions:

**Instructional Designer:** This is a replacement role that plays a crucial part in our team. The Instructional Designer will be responsible for creating engaging learning activities and compelling course content that enhances retention and transfer. The role requires working closely with faculty to identify the target audience's training needs and to apply tested instructional design theories, practice, and methods.

**Educational Content Development Specialist:** This new role is being introduced to focus on the creation and curation of high-quality educational content for our faculty. The Educational Content Development Specialist will work closely with academic staff and subject matter experts to create resources that support the educational objectives of the University.

**Learning Support Officer:** This role focuses on providing additional assistance and resources for students to enrich their learning experiences. The Learning Support Officer will work directly with faculty to identify areas of need, devise individual learning plans, and offer personalized support to students.

**Multimedia Specialist:** This role plays an integral part in enhancing the digital learning environment by creating and managing diverse multimedia content. The Multimedia Specialist will use their expertise in graphic design, video production, and other multimedia tools to create engaging instructional materials for both faculty and students. This role will be crucial in transforming traditional course content into visually engaging, interactive learning experiences.



## 5.2. Relocation/New Office M3

The "Renovation of ILHE Space for Conducive Faculty Engagements" initiative is in the planning stages. This initiative is rooted in our commitment to create an environment that fosters faculty growth, learning, and innovation, and the recognition that physical space plays a crucial role in achieving these goals.

We are planning a comprehensive renovation of our existing space, improving the layout for enhanced functionality, integrating cutting-edge technology, and developing areas that facilitate collaboration and engagement among faculty members. The renovations are being carefully designed based on an understanding of our faculty's needs.

Once implemented, we are confident that the improved space will stimulate more effective

engagements, contributing to our mission of advancing teaching and learning excellence at the University of Sharjah. The completion of this renovation is projected by the end of the 2024 academic year.

We are excited about this future project and look forward to sharing updates about the planning and eventual progress of the renovation. We anticipate the newly renovated space will significantly enhance the professional development journey of our faculty members.







### 5.3. Mentorship Program

Mentoring provides a valuable support system and professional development opportunities that are essential for the growth and success of faculty members.

The Institute of Leadership in Higher Education (ILHE) is in the process of designing a mentoring program that offers a platform for faculty members of the University of Sharjah (UoS) to expand their knowledge and skills.

The program will focus on providing the necessary skills to experienced faculty members of UoS to be mentors. The program will equip the faculty to provide guidance on pedagogical techniques, research methodologies, and advancements in their respective fields to their colleagues. Through their expertise and insights, these mentors will be able to help enhance the instructional abilities

and scholarly pursuits of their mentees. They will also be equipped to offer strategic advice on publishing research, securing grants, and effectively managing academic responsibilities.

The program will include face-to-face training, interactive workshops, and networking events.

#### 5.4. VR for Teaching and Learning Initiative



The VR for Teaching and Learning Initiative seeks to encourage the integration of virtual reality technology into educational practices. This comprehensive initiative presents faculty members with various avenues to explore, learn, and conduct research on the applications of VR in teaching and learning environments. Key components of the initiative include VR Exhibitions and Talk series, a 10-week VR Technology and Software Training Program, research opportunities exploring VR in teaching and learning, and a collaboration with Unity, a prominent VR creation software, to upskill selected faculty and staff through their Train-the-Trainer program.

#### 5.5. Curriculum Alignment with the Skills of Labor Market

As we look ahead to the next academic year, we are excited to share our plans for enhancing the skills and knowledge of our faculty members in relation to curriculum alignment with labor market demands. We believe this initiative is critical for ensuring that our graduates are well-prepared for the evolving challenges and

opportunities of the modern workforce.

We have planned a series of workshops and initiatives designed to provide faculty members with the necessary tools, strategies, and insights to align our curriculum effectively with current labor market trends. This approach aims to create a dialogue between our educators and industry experts, enabling our faculty to understand the industry's evolving needs and incorporate this knowledge into their course design and teaching practices.

Our initiative also includes active engagement with industry partners. Their insights and first-hand experience will be invaluable in guiding our faculty members to understand the dynamic relationship between academia and the professional world. By incorporating these perspectives into our curriculum, we can ensure that our programs remain current, relevant, and responsive to the needs of both our students and employers.



In the years ahead, we are committed to supporting our faculty in their pursuit of excellence in teaching and learning. Through this initiative, we aim to strengthen the link between academic learning and professional success, ultimately enhancing the value and impact of a University of Sharjah education.







معهد القيادة  
في التعليم العالي  
INSTITUTE OF LEADERSHIP  
IN HIGHER EDUCATION

مكتب نائب مدير الجامعة للشؤون الأكاديمية  
VICE CHANCELLOR FOR ACADEMIC AFFAIRS

M-3, 2nd Floor, Office No 231  
Institute of Leadership in Higher Education  
University of Sharjah

ilhe@sharjah.ac.ae  
00971-6-505 7061