



جامعة الشارقة
UNIVERSITY OF SHARJAH

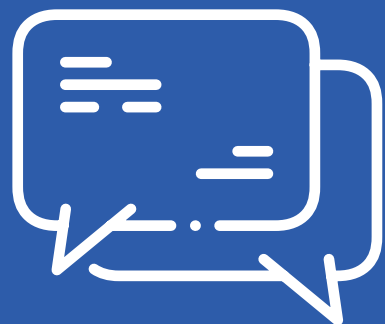
The University of Sharjah

2030
STRATEGY



The agile UoS 2030 EDGE Strategy: Reimagined (Version 2.0) has been developed to incorporate insights and outcomes from the 2024/25 End-of-Year Leadership Forum, the 2025 Faculty Engagement Summit, ongoing College Council feedback, and the latest student and faculty satisfaction results.

This updated version reflects a data-driven and participatory approach to continuous improvement. Further refinements will be introduced to align with upcoming developments in the University's governance framework and organizational structure, ensuring the strategy remains responsive, future-focused, and institutionally integrated.



President's Message



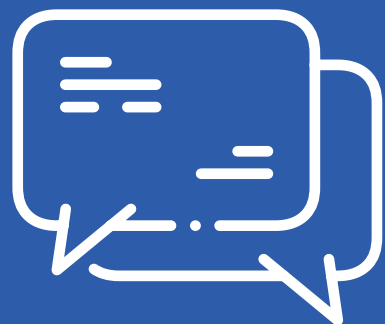
HH Sheikh Sultan bin Ahmed Al Qasimi

Deputy Ruler of Sharjah,
President of the University of Sharjah.

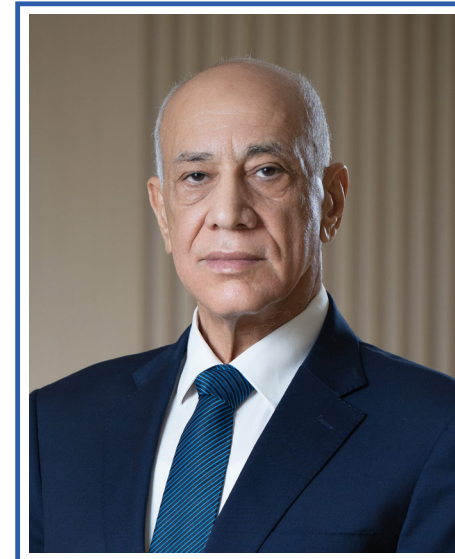
The University of Sharjah enters a defining chapter in its history. Our new strategy sets out a bold and ambitious agenda that places excellence in teaching, impactful research, and national capacity building at the forefront of our mission. We commit to nurturing a learning and research environment that inspires creativity, empowers innovation, and prepares students to contribute meaningfully to the UAE and beyond.

A core focus of this strategy is strengthening national capacity through Emiratization. Cultivating a new generation of Emirati scholars, researchers, and academic leaders, the University of Sharjah reinforces the UAE's knowledge-based economy and supports the nation's long-term development. This strategy positions UoS as a unique academic institution grounded in national values while maintaining global relevance.

Together, we will create a university that shapes futures, advances society, and delivers research that matters.



Chancellor's Foreword



H.E. Professor Esameldin Agamy
Chancellor of the University of Sharjah

As we advance into Version 2.0 of this agile strategy, we do so with a strengthened sense of direction shaped by the voices of the UoS community. This updated strategy has been developed through the collective insights gained from the Faculty Engagement Summits, the Strategic Leadership Forums, Dean's Council, the ongoing programme of College Council meetings, and the results of our student and faculty satisfaction surveys. **These platforms have ensured that our strategic priorities are grounded in the lived experience, aspirations, and expert perspectives of those who drive our vision and mission forward.**

A key aspect of this new strategy is a comprehensive organisational restructure designed to unlock stronger collaboration across the University. Integrating and repositioning critical departments will create a more connected and efficient institution one better equipped to deliver on our academic and research ambitions. This transformation is reinforced through an enhanced governance framework that brings greater clarity, transparency, and accountability to our decision-making processes.

"Improved governance is not simply procedural; it is a strategic enabler that ensures coherence, agility, and institutional alignment".

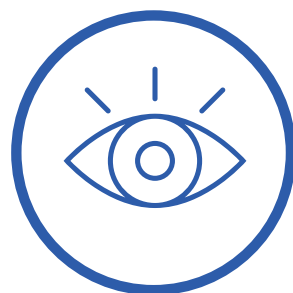
Our commitment to academic distinction, innovation, and Emiratization continues to guide the University's trajectory. Strengthened engagement with faculty, together with deeper collaboration with industry through the new 'Strategic Partnerships Office', will expand opportunities for interdisciplinary learning, impactful research, and real-world problem solving. I am embedding a culture of data-informed decision-making, to ensure that every student benefits from a learning experience that is both rigorous and relevant.

"Good decisions come from insight, not instinct and insight come's from data."

Version 2.0 of our strategy represents a renewed commitment to collaboration, creativity, and societal contribution. With an enhanced governance foundation and a more agile organisational structure, we are well positioned to elevate the University of Sharjah's impact and reinforce its role as a leading institution for education, research, and innovation in the region and beyond.

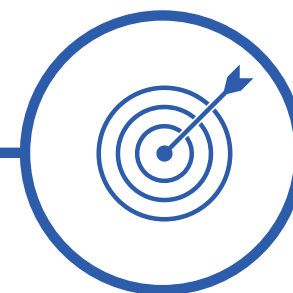
Vision 2030

Excellence in teaching together and research that matters to our community.



Mission

We are an innovative world-class teaching, learning and research institution providing a distinctive, inspirational, creative, and supportive environment.



Our Core Values

Integrity and Ethics
Dedication
Inclusiveness



Excellence with Limitless Drive
Accountability and Transparency
Innovation and Entrepreneurship

Strategic Pillars

Pillar 1:
Impact-Centred
Excellence in
Teaching and
Learning

Pillar 2:
Excellent and
Sustainable
Research

Pillar 3:
Our People
and Our
Performance

Pillar 4:
Community
Collaboration
and Impact

Pillar 5:
Student
Experience – Fit
for the Future





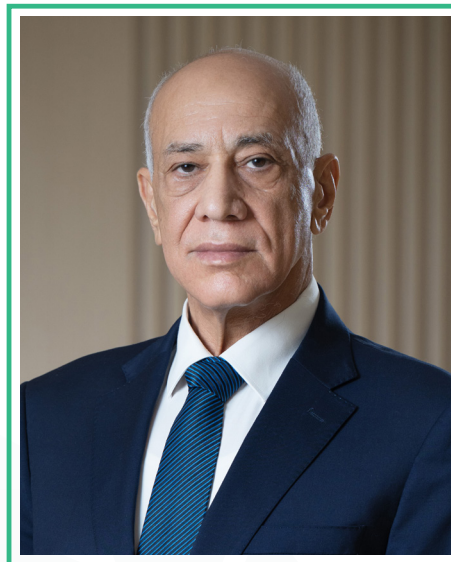
Pillar 1

01 | PILLAR 1: Impact-Centred Excellence in Teaching and Learning

This pillar strengthens the University's commitment to high-quality, future-focused education that equips students to address real societal and economic challenges. Integrating impact-centred learning, interdisciplinary programmes, innovative pedagogy, and stronger faculty development, UoS ensures students graduate with the knowledge, skills, and professional readiness needed to thrive in a rapidly evolving world.



Professor Nouar Tabet
Acting Vice Chancellor for
Academic Affairs



Professor Esameldin Agamy
Acting Vice Chancellor for
Colleges of Medicine

PILLAR 1: Impact-Centred Excellence in Teaching and Learning Strategic Objectives

1.1

Impact-Centred Learning

Through the VCAA and VCMC Colleges will develop a curriculum where students apply knowledge to real problems across government, industry, and community sectors, ensuring that learning is directly tied to impact and documented through evidence-based assessments. Teaching will be aligned to skills and competencies required by the UAE labour market, ensuring measurable impact in student performance and societal contribution.

1.2

Leave No Graduate Behind

The University will guarantee that every graduate is prepared for meaningful employment or postgraduate study through establishing structured employability pathways, strengthening internship and practicum quality, embedding life-skills training, and ensuring real work experience for all students. Evidence-based tracking of alumni outcomes will ensure no graduate is left behind, while operational data systems will support continuous monitoring of student success.

1.3

Student-Centred Research University

UoS will cultivate an environment where students participate actively in research, innovation, and discovery. This includes undergraduate research pathways, supervised inquiry projects, access to advanced research facilities, and integration of AI and digital science into research-focused learning. Students will be empowered as contributors to knowledge creation and ethical innovation.

1.4

Interdisciplinary Programs for the Future

The University will design and expand interdisciplinary programs that anticipate the needs of emerging industries, integrating AI, computing and information systems, sustainability, and digital technologies across disciplines. These programs will prepare graduates for the future workforce in combining technical, analytical, and creative capabilities within flexible academic pathways.

1.5

Recruit, Retain and Develop Faculty

UoS will attract and retain outstanding faculty through competitive policies, structured Emiratization pathways, continuous professional development, and recognition frameworks that reward excellence in teaching, research, and innovation. Faculty will be supported to develop advanced digital and pedagogical skills aligned with future learning environments.

1.6

International Branding and Academic Visibility

The University will elevate its international profile through targeted global partnerships, joint academic programs, international accreditation, and strategic participation in global rankings. Improved academic branding, enhanced conference activity, and expanded student and faculty mobility will position UoS as a leader in the region and a recognised institution globally.

PILLAR1:
Impact-Centred Excellence in Teaching and Learning Strategic Initiatives

Embed impact-centred learning across all programmes

Integrate real-world problem-solving, interdisciplinary teamwork, and national priority challenges into the curriculum to ensure students apply knowledge in ways that deliver measurable societal value.

Guarantee structured employability pathways for every student

Strengthen internships, high-quality practicums, life-skills development, career readiness training, to ensure no graduate is left behind.

Expand student participation in research and innovation

Create clear pathways into supervised inquiry, undergraduate research projects, AI-enabled research methods, and access to advanced laboratories and innovation spaces to support the creation of new startups and spinoffs.

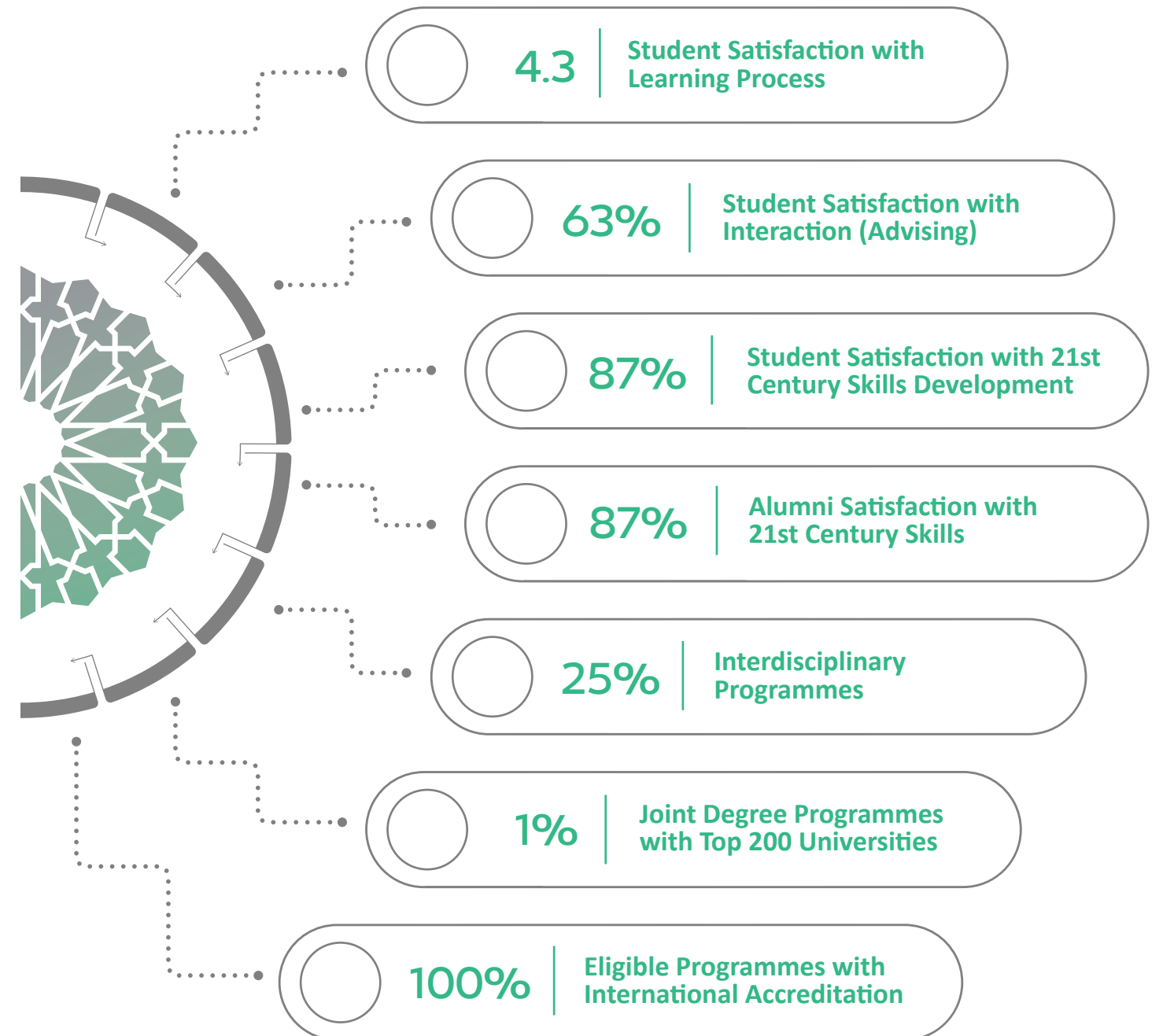
Develop future-oriented interdisciplinary programmes

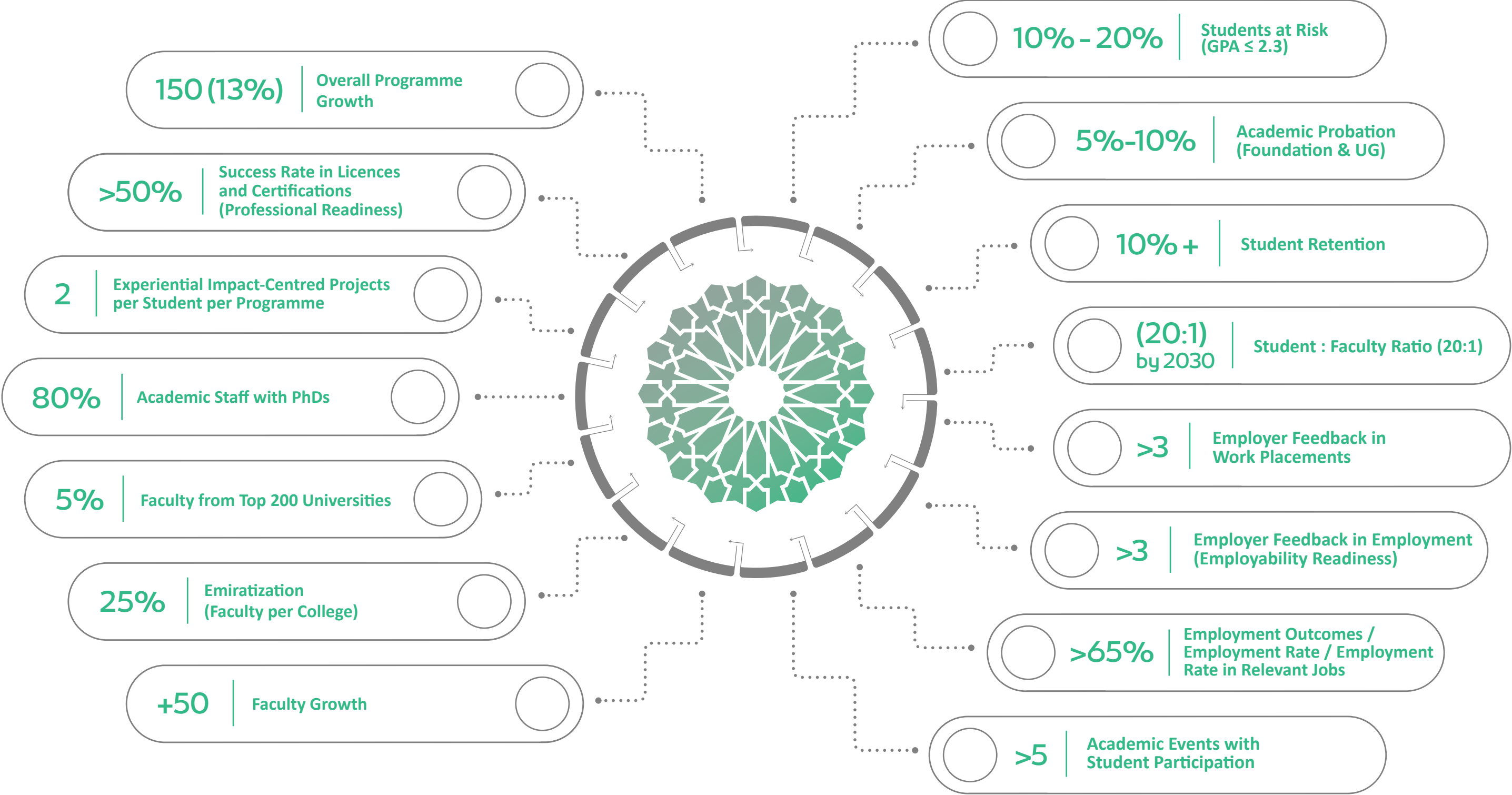
Integrate AI, digital technologies, sustainability, and emerging industry needs, enabling students to graduate with the technical, analytical, and employment skills demanded by the UAE and global labour market.

Attract, retain, and develop outstanding faculty

Implement competitive recruitment and retention policies, advancing Emiratisation pathways, strengthening professional development, and promoting innovative digital and pedagogical capabilities.

Strategic Key Performance Indicators | 2025/26 Targets





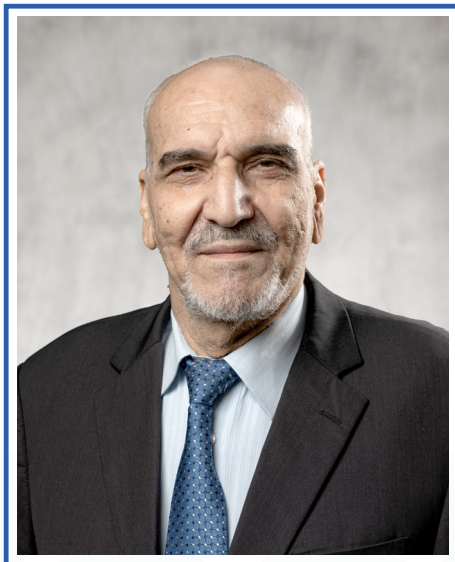


Pillar 2

02

PILLAR 2: Excellent and Sustainable Research Strategic Objectives

This pillar positions research as a driver of national progress, global relevance, and economic value. Through enhanced research quality, increased collaboration with industry and international partners, and a stronger commercialization ecosystem, UoS will deliver impactful research outcomes that address national priorities while building a sustainable, competitive, and innovation-driven research environment.



Professor Maamar Bettayeb
Vice Chancellor for Research and
Graduate Studies

PILLAR 2: Excellent and Sustainable Research Strategic Objectives

2.1

Achieving Tangible Research Impact

UoS will deliver research that produces measurable societal, environmental, technological, and economic benefit. Focusing on national priority areas including sustainable energy, AI, healthcare, water, and advanced manufacturing the University will generate research that addresses real challenges and supports the UAE's strategic development.

2.2

Surpass in Quality Research

The University will significantly increase research output in high-impact journals while enhancing citation performance, research visibility, and academic reputation. Strengthened mentoring, research support services, and digital tools will ensure that research quality exceeds global benchmarks.

2.3

Entrepreneurship, Start-Ups and Commercialisation

UoS will establish a robust commercialization ecosystem enabling faculty and students to translate ideas into start-ups, patents, and licensable technologies. Structured pathways, incubators, partnerships with SRTIP/ Sheraa, and clear IP policies will support innovation and entrepreneurship across disciplines.

2.4

Partnership with Industry

UoS will deepen collaboration with industry through joint research projects, shared laboratories, co-supervision of students, and funded innovation programs. These partnerships will ensure research relevance, accelerate knowledge transfer, and strengthen national competitiveness.

2.5

Research Ecosystem (Incubation & Acceleration)

The University will develop an integrated research ecosystem that provides incubation, acceleration, and mentorship for early-stage ideas. This includes research assistants, postgraduates, Emirati researchers, and faculty innovators. Digital research systems will support efficient grant management, data tracking, and interdisciplinary collaboration.

PILLAR 2:
Excellent and Sustainable Research Strategic Initiatives

Strengthen national research impact

Prioritise projects aligned with UAE strategic needs, including sustainable energy, healthcare, water security, AI, and advanced manufacturing, ensuring that research output delivers measurable societal and economic benefit.

Elevate research quality and visibility

Target support for high-impact publications, enhanced citation performance, digital research tools, mentoring schemes, and strengthened quality assurance processes that raise global academic reputation.

Develop a robust commercialization ecosystem

Enable faculty and students to transform innovative ideas into patents, licences, and start-ups through incubators, accelerators, partnerships with SRTIP/Sheraa, and clear intellectual property frameworks.

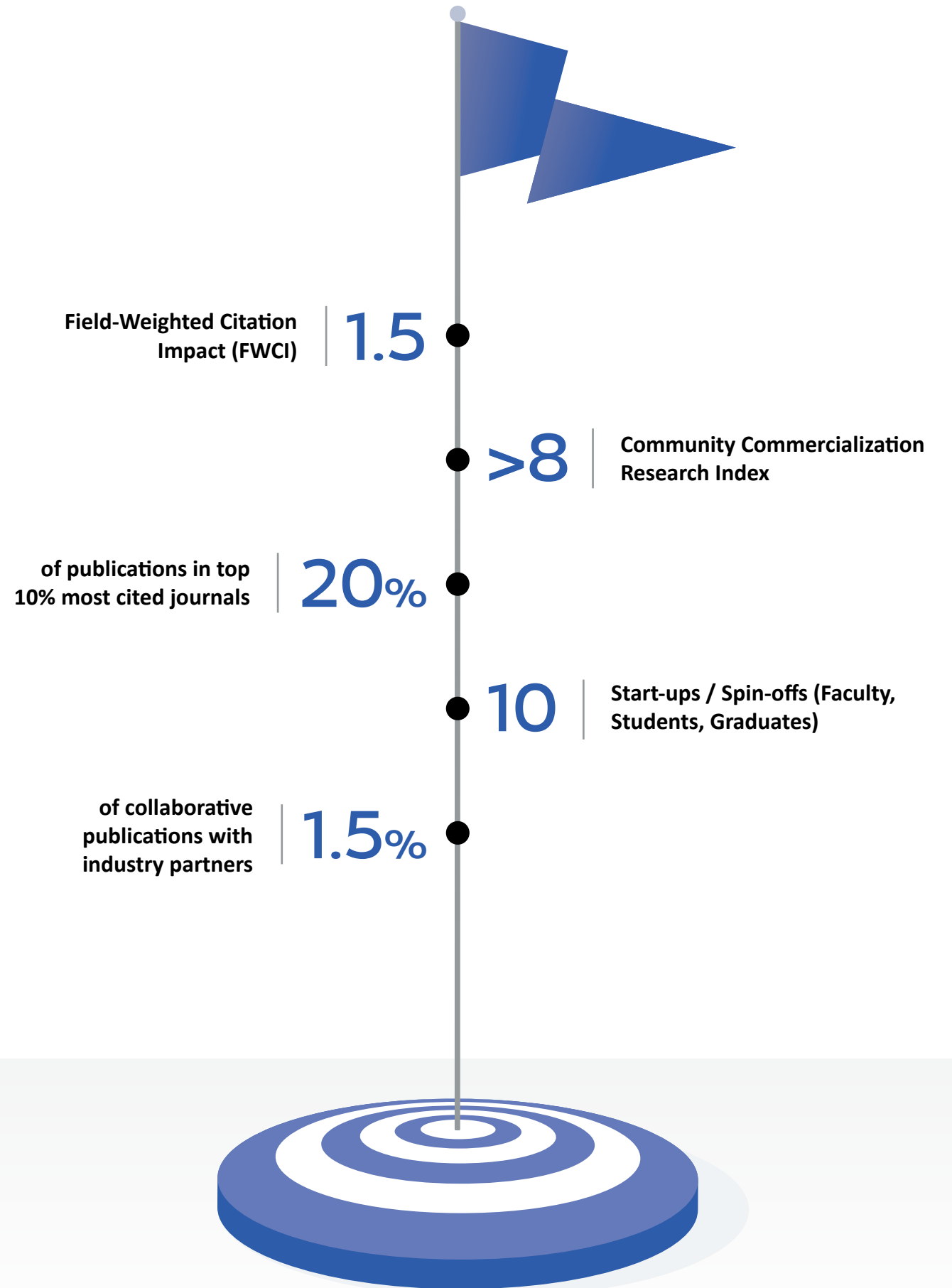
Deepen co-creation with industry

Establish joint research labs, funded innovation programmes, co-supervised student research, and industry-driven problem-solving projects that accelerate knowledge transfer and enhance national competitiveness.

Build an integrated research support infrastructure

Expand digital research systems, improving grant management processes, and developing researcher pathways for postgraduates, early-career faculty, and Emirati researchers to strengthen long-term research sustainability.

Strategic Key Performance Indicators | 2025/26 Targets





Pillar 3

03

PILLAR 3: Our People and Our Performance

This pillar positions research as a driver of national progress, global relevance, and economic value. Through enhanced research quality, increased collaboration with industry and international partners, and a stronger commercialization ecosystem, UoS will deliver impactful research outcomes that address national priorities while building a sustainable, competitive, and innovation-driven research environment.



Mr. Shihab Alhammadi
Vice Chancellor for Financial and
Administrative Affairs

PILLAR 3: Our People and Our Performance Strategic Objectives

3.1

Streamline and Optimize Administration

UoS will strengthen administrative efficiency by restructuring services around clear processes, modern workflows, and a faculty and student-centred service model, eliminating inefficiency and ensuring operational excellence.

3.2

Digitization

The University will adopt advanced digital solutions including ERP integration, a unified data warehouse, and automated reporting to enable accurate decision-making, ensure MOHESR compliance through API Integration of performance, development of appropriate performance systems beyond the application of Excel, and support a high-performing digital campus ecosystem.

3.3

Professional Development

UoS will provide continuous development for faculty and staff to strengthen teaching, research, leadership, and digital capabilities, ensuring a culture of excellence and a future-ready workforce.

3.4

Financial Sustainability and Growth

The University will adopt responsible budgeting, diversify revenue sources, optimise cost structures, and invest in strategic priorities to ensure long-term financial sustainability.

3.5

2050 Campus Masterplan Strategy

UoS will implement a sustainable, smart, and future-ready campus masterplan that expands research and learning spaces, integrates green technologies, and enhances the overall student and faculty experience.

Administrative Restructure and Governance Enhancement

Implement a redesigned administrative structure that strengthens coordination, reduces duplication, and enhances institutional agility across planning, quality management, internal audit, operations, and support services.

Operational Excellence and Process Improvement

Streamline workflows and modernise service delivery through the implementation of a unified operational framework that clarifies roles, improves turnaround times, and enhances the faculty and student experience. Expand operational capabilities across planning, risk management, performance monitoring, continuing education, and administrative support services to ensure optimal institutional performance.

ERP Transformation and Digital Integration

Complete Phase 1 ERP implementation and accelerate user adoption, addressing process gaps and building system maturity. Launch Phase 2 to integrate academic administration, registration, student interface, facilities management, research management, and inventory management into a unified digital ecosystem. Expand digital access through enhanced infrastructure, including CCTV upgrades and smart-enabled administrative monitoring.

Innovation Hub and AI Knowledge Services

Launch the Innovation Hub in partnership with multiple industrial entities as a space for creativity, AI exploration, student engagement, and hands-on prototyping (including 3D printers), supported by technologies that enable and empower student entrepreneurs, with flexible spaces and regular student-led activities to strengthen community and social connections.

PILLAR 3: Our People and Our Performance Strategic Initiatives

Cost Optimisation and Financial Sustainability

Strengthen financial performance through targeted cost optimisation measures, including tuition discount restructuring, controlled compensation growth, and efficiency gains across operations. Maintain operating expenditure stability despite institutional growth, improving the cost-per-student ratio and supporting long-term sustainability.

Wayfinding, Branding, and Campus Navigation Transformation

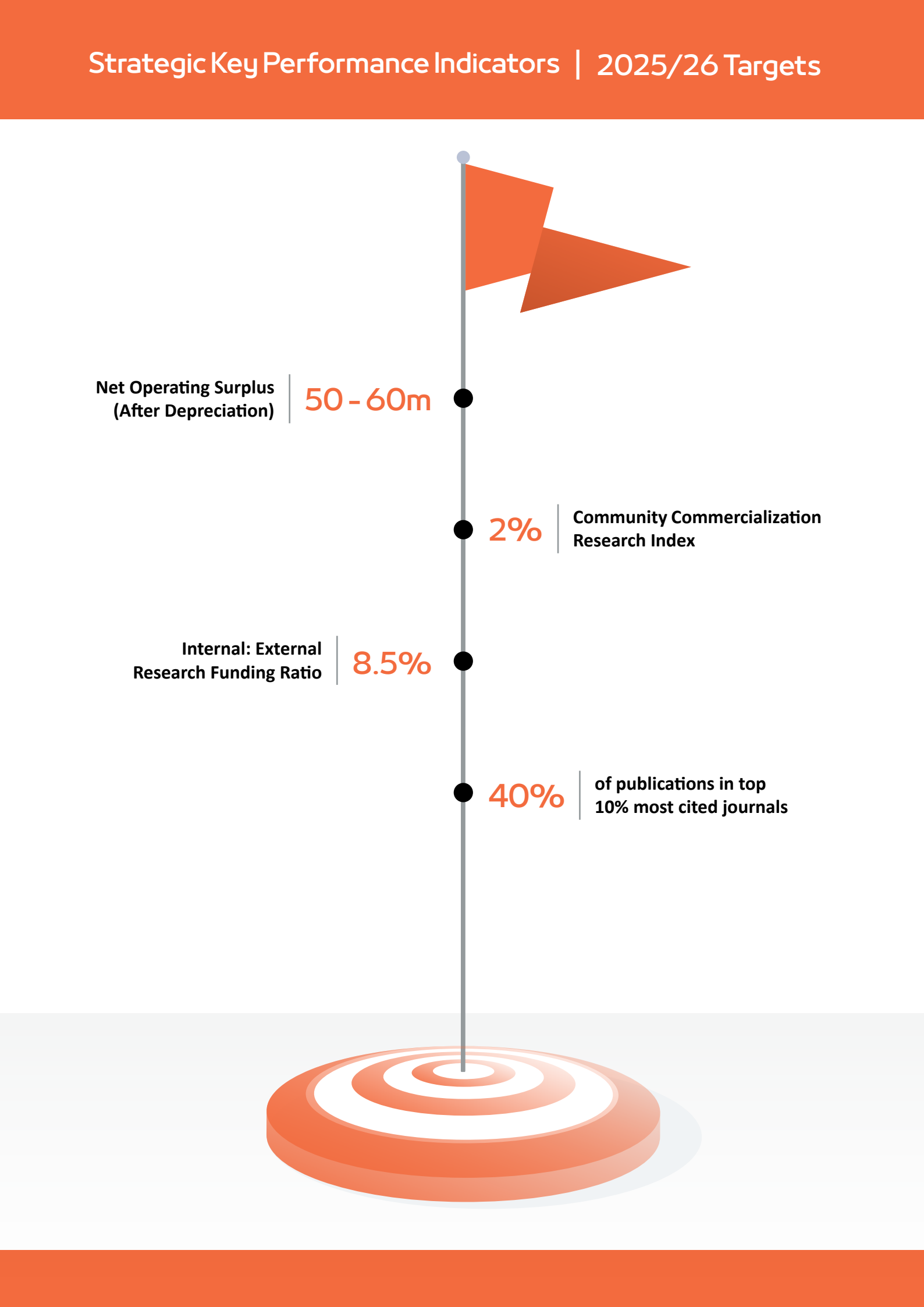
Implement a university-wide wayfinding and branding system including building numbering, zoning, colour-coded signage, department identification, and vehicular navigation. Deliver phased implementation across Zones A–E, with over 10,000 signage elements planned, ensuring improved user experience, accessibility, and campus identity. Complete external building signage, branding packages, and internal departmental signage to achieve a cohesive institutional visual identity.

Learning Spaces Improvement and Smart Classroom Deployment

Refurbish 546 learning spaces through a multi-phase enhancement programme that upgrades physical, technological, and environmental standards. Introduce capacity standards for classrooms and expand co-educational learning spaces to improve scheduling efficiency and student experience. Pilot AI-enabled smart classrooms equipped with intelligent cameras, advanced microphones, multi-content display systems, automated attendance, and lecture recording, tested and validated by faculty across a full semester.

Emiratization and Workforce National Development

Implement structured Emiratization pathways through targeted recruitment, succession planning, and talent development for Emirati administrative and academic staff. Expand recruitment of high-potential Emirati candidates through LinkedIn, recruitment agencies, and tailored compensation models, supported with increased training budgets. Advance toward Emiratization targets and embed national capacity-building within workforce planning.





Pillar 4

04 | PILLAR 4: Community Collaboration and Impact

This pillar reinforces UoS's role as a key partner to industry, government, and society. Deepening strategic partnerships, activating industry advisory councils, expanding philanthropic engagement, strengthening alumni relations, and increasing opportunities for applied learning, the University enhances employability, accelerates innovation, and expands its contribution to the local and national community.



Dr. Salah Tahir Sharif
Vice Chancellor for
Community Affairs

PILLAR 4: Community Collaboration and Impact Strategic Objective

4.1

Industry Collaborations

The University will broaden its network of local partners to strengthen students' employability and deepen engagement with industry. This includes expanding access to internships, joint research projects, guest lectures, and real-world problem-solving opportunities. In addition, industry advisory boards will play a more active role in programme reviews, talent development, and shaping meaningful collaborations that deliver clear value to both students and employers.

4.2

Funding, Sponsorship & Philanthropy

UoS will strengthen philanthropic engagement, secure sponsorships, and establish endowments that support scholarships, research, and strategic initiatives.

4.3

Alumni Community

A revitalised alumni network will provide mentoring, employability support, advisory contributions, and philanthropic engagement, reinforcing lifelong ties with the University.

Expand strategic industry partnerships

Provide students and faculty with access to internships, joint research opportunities, guest speakers, real-world challenges, and active advisory boards that directly shape programme relevance and employability outcomes.

Strengthen community engagement frameworks

Develop collaborative frameworks with government, schools, healthcare providers, and government organisations that address societal needs and reinforce UoS's role as a partner in Sharjah's development.

Advance philanthropic engagement and sponsorships

Establish structured endowment models, corporate giving programmes, and donor-supported research and scholarship funds that enhance long-term institutional sustainability.

Activate a dynamic alumni network

Support industry mentoring, employment pathways, industry introductions, advisory contributions, and philanthropic initiatives, ensuring that alumni remain lifelong contributors to the University community.

Strengthen the coordination and impact of Industry Advisory Councils

Establish unified framework/charter that captures insights, tracks recommendations, and translates industry feedback into curriculum improvements, employability initiatives, research collaborations, and new partnership opportunities across all colleges.

Enhance Emirati student mobility through an expanded study abroad programme

Establishing and grow priority partnerships, structured funding support, and tailored support that increases participation in international exchanges and global learning experiences for Emirati Students.

**PILLAR 4: Community Collaboration and Impact
Strategic Key Performance Indicators**

Employment Outcomes	>65%
Employment Rate in Relevant Jobs	>65%
College Advisory Meeting Impact Index	>8
Completed Action Points from Advisory Meetings	100 %
Sponsorship and Philanthropic Revenue	TBC
Industry and Community Satisfaction	TBC
Emirati Study Abroad Students	1%
Employment within College Advisory Organisations	>65%
Internships within College Advisory Organisations	TBC
Evidence of Advisory Input in Curriculum Development	TBC
Funded Research within Advisory Councils	TBC
Alumni Satisfaction with 21st Century Skills	87%
Alumni Office Community Activities	#15



Pillar 5

05

PILLAR 5: Student Experience – Fit for the Future

This pillar ensures that every student receives a holistic, inclusive, and enriching university experience. Through enhanced wellbeing, improved facilities, expanded participation opportunities, stronger support for students with disabilities, and a more connected digital ecosystem, UoS creates a safe, engaging, and future-ready environment where students can thrive academically, socially, and personally.



Dr. Amina Al-Marzouqi
Vice Chancellor for
Student Affairs



Mr. Majid Mohammed Al-Jarwan
Vice Chancellor for
Public Relations

PILLAR 5: Student Experience – Fit for the Future Strategic Objectives

5.1

Personalized Support

UoS will enhance wellbeing services, mentoring, and digital tools to provide personalised support across each stage of a student's journey.

5.2

Quality of Life and Wellbeing

The University will cultivate a healthy, inclusive, and engaging campus environment through enhanced recreational facilities, mental health support, and expanded medical and safety services.

5.3

Empowerment of Student Skills & Knowledge

Students will develop practical, digital, creative, and entrepreneurial skills through hands-on training, workshops, and accredited micro-credentials aligned to modern labour markets.

5.4

Optimisation of Student Activities

UoS will redesign extracurricular programming to ensure high participation, skills development, and alignment with student needs, supported by data-driven planning.

5.5

Environmental Sustainability and Health Care

The University will champion sustainability through green campus initiatives, efficient resource management, and enhanced student/faculty healthcare services.

PILLAR 5:
Student Experience – Fit for the Future Strategic Initiatives

Strengthen quality of life and wellbeing on campus

Expand clubs, sports facilities, dormitories, enhancing mental health services, increase utilization of sports centres and student affairs services, improve medical and safety support, and fostering a healthy, inclusive environment for all students.

Advance student skills development

Embed extra curricula practical, digital, entrepreneurial, and creative skill-building opportunities including workshops, micro-credentials, competitions, and industry-led training aligned with modern labour market needs.

Optimise extracurricular activities and student engagement

Redesign student service activities using data-driven insights to ensure high participation, meaningful skill development, and alignment with evolving student interests and expectations.

Strengthen inclusion and accessibility

Upgrade facilities for students and faculty with disabilities and developing an entrepreneurial environment that supports student innovation, participation, and full engagement in academic and campus life.

Champion environmental sustainability and holistic care

Expand green campus initiatives, improving resource efficiency, and enhancing student and faculty healthcare services to support a safe, sustainable, and future-ready campus community.

Enhance campus safety and security

Implement the integrated CCTV control room and strengthening monitoring capabilities across all campuses to ensure a safe, responsive, and prevention-focused environment.

Advance sustainable mobility

Expand the electric vehicle fleet and increase the availability of charging stations to support an environmentally responsible and future-ready campus.

Improve service accessibility and responsiveness

through establish clearly branded point-of-contact service desks across the University, ensuring students receive timely guidance, support, and solutions.

Strengthen the University's brand experience

Improve the application of the brand strategy across all physical and digital platforms and enhancing the quality, clarity, and accessibility of content on the UoS website to ensure a coherent, modern, and user-centred experience.

Strategic Key Performance Indicators | 2025/26 Targets

Student Satisfaction Index

>8

87%

Student Satisfaction with Student Services

Environmental Satisfaction (Students with Disabilities)

87%

95%

Satisfaction with Services Provided to Students with Disabilities

Student Affairs Participation Index

>8

55%

Sports Centre Utilization

Dormitory Occupation Rate

70%

70%

Participation in Student Clubs

Participation in National Events

3

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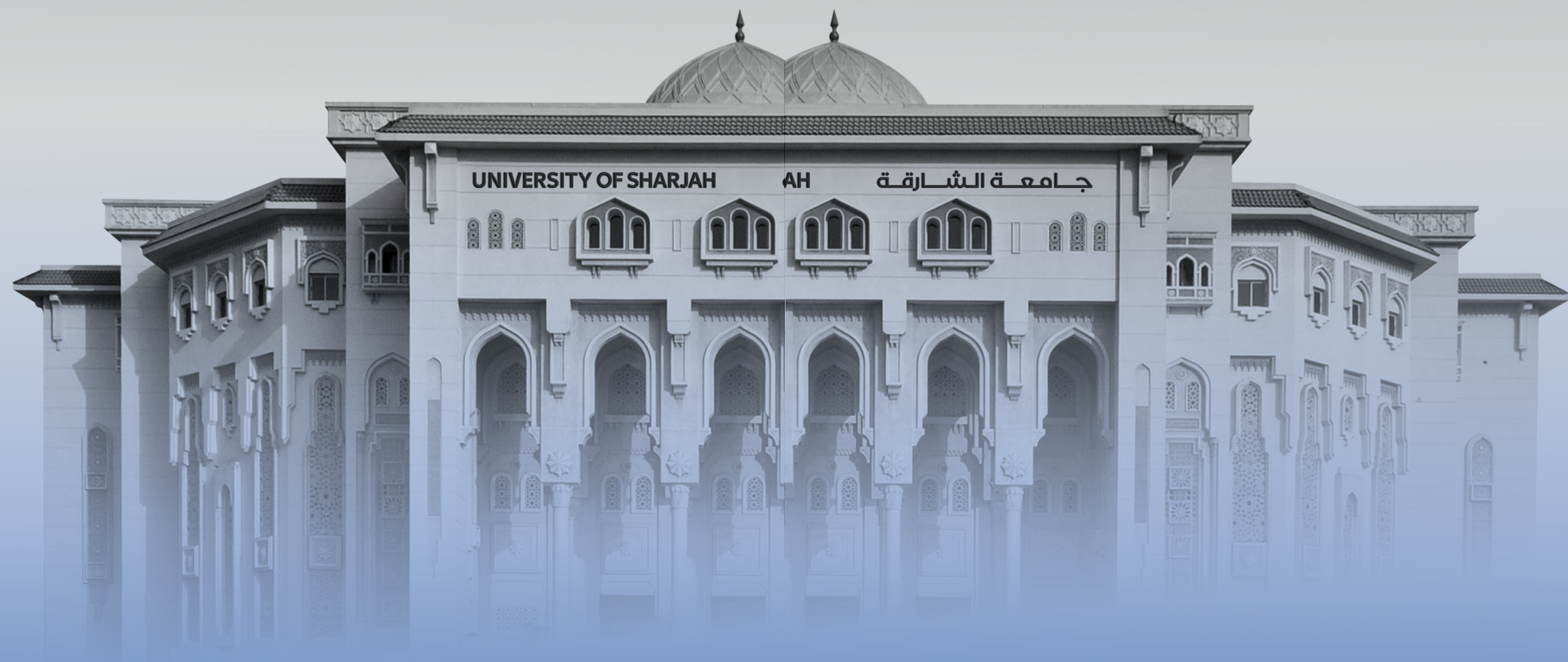
Participation in International Events

of Students Enrolled with a Disability

7%

1 by 2030

Start-up Launched by Students with Disabilities



The University of Sharjah

2030

STRATEGY



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MAKING A DIFFERENCE TOGETHER

June 2026