



جامعة الشارقة
UNIVERSITY OF SHARJAH

2024
2030

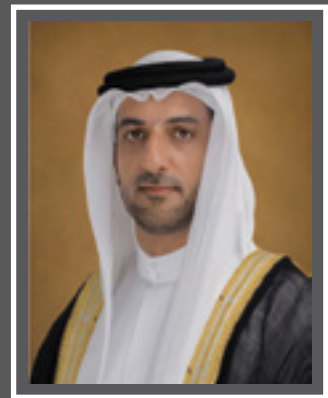


E•GE
STRATEGY



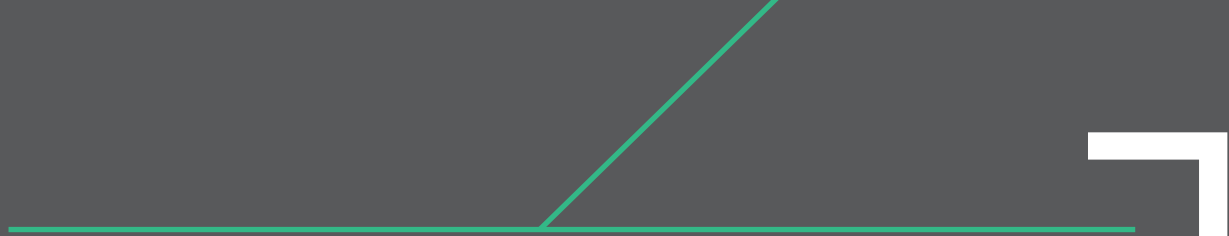
An aerial photograph of a city skyline at sunset, with a large, white, geometric pattern overlaying the top half of the image. The pattern consists of interconnected, irregular shapes that resemble a stylized map or a network. The city skyline features numerous skyscrapers and buildings, with the sun setting behind them, creating a warm, orange glow. In the foreground, there is a body of water, a small island with palm trees, and a road with a few cars. The overall mood is serene and modern.

MAKING A DIFFERENCE **TOGETHER**



PRESIDENT'S MESSAGE





I am delighted to present the new University strategy (EDGE), outlining our priorities and our ambitious roadmap for 2030. This strategic plan embodies our new vision for the future of our esteemed institution.

- Excellence in Teaching together and Research that Matters to our community –

The University of Sharjah is an innovative world-class teaching, learning and research institution providing a distinctive, inspirational, creative, and supportive environment. In the beginning this new chapter, we aim to redefine higher education in the region by advancing innovative commercial research, fostering academic excellence, and empowering our students to thrive in today's world, in doing so working towards becoming a **top 200 global university**.

Our strategy centres on promoting interdisciplinary collaboration, conducting cutting-edge research, and nurturing an entrepreneurial spirit and innovative mindset among our students and faculty. This approach will empower our graduates to seize opportunities and create their own paths to success.

By leveraging advanced technological advancements, fostering a diverse and inclusive community, and forging strong industry partnerships, we will deliver an unparalleled educational experience that prepares our students for the challenges and opportunities of the future.

Together, we will shape the future of education and leave a lasting impact on society.

Fostering a sense of national identity and pride by ensuring that the intellectual and academic endeavours of the country are led and driven by its own citizens is of the highest priority for the University of Sharjah. The Emiratization of scientists, scholars, researchers, and educators will define the University of Sharjah as a unique and valued institution worldwide.

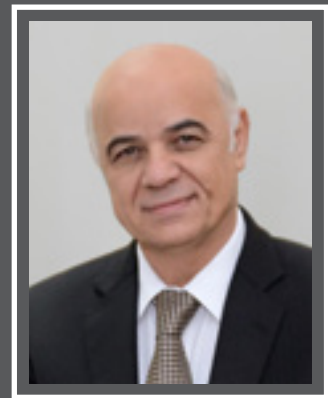
Through prioritizing local talent, the University of Sharjah will contribute to the development of a knowledge-based economy and help shape the future of the UAE. Additionally, Emiratization will facilitate the transfer of knowledge and expertise to the local community, industry, academia, and government, empowering this quadruple helix to contribute to scientific advancements, technological innovation, and social progress.

We will continue to enhance the representation and diversity of perspectives within academia, ensuring that research and education reflect the distinct needs and aspirations of the country and its people.

Ultimately, the pursuit of Emiratization will not only strengthen the University but will also contribute to the overall growth and development of the nation.


His Highness Sheikh Sultan Bin Ahmed Al Qasimi

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



CHANCELLOR'S FOREWORD





As Chancellor of the University of Sharjah, I take great pride in our exceptional institution, which has become a benchmark for world-class teaching, learning, and research. Our commitment to creating a distinct, inspiring, and nurturing environment for our students sets us apart. As we embark on a new chapter in our university's journey, we must build upon this solid foundation.

Our primary focus will be to foster excellence in teaching and collaborating on excellent, sustainable research that has a tangible impact on our society and the economy. Together, we will continue to raise the bar, ensuring that the University of Sharjah remains at the forefront of education and research within the region, making a meaningful difference in the lives of our students, UAE society and its economy.

We are committed to ensuring that intellectual and academic pursuits within the University of Sharjah are spearheaded by its own UAE citizens. Embracing Emiratization and nationalization initiatives within our faculty of scientists, scholars, researchers, and educators will distinguish the University of Sharjah as a distinctive and esteemed institution within the region.

By retaining our current diverse world-class faculty and fostering an inclusive academic community that is also representative of the UAE, we will showcase the richness of our talents and contributions to the growth and development of this country.

As part of our commitment to making Global Engagement a cornerstone of our strategic priorities, the University of Sharjah (UOS) will undertake significant enhancements to its international outreach and collaborations.

To this end, we will strengthen the International Office, ensuring it has the resources and capabilities to foster and expand our global connections. Additionally, we will launch a new office dedicated to elevating the quality and impact of our international scientific and technical conferences. This new office will also be responsible for nurturing and continuing our collaborative relationships with our former branch universities, solidifying UOS's position as a leader in global education and impactful research within the region and globally.

Our strategy is designed to give UOS a strategic leading edge on our contribution to this community and making a difference together, while redefining our limits with the edge of creativity and innovation.

As we stand on the EDGE of a new era in our university journey, outlining our collective vision and strategy for 2030, a series of pivotal decisions are required.

Professor Hamid M.K.Al Naimiy

Chancellor of the University of Sharjah,
President of the Arab Union for Astronomy and Space Sciences



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

Excellence with Limitless Drive

Dedication

Accountability and Transparency

Inclusiveness

Innovation and Entrepreneurship

Strategic Priorities



التوطين
EMIRITIZATION

الرقمنة
DIGITIZATION

المشاركة العالمية
GLOBAL ENGAGEMENT

ريادة الأعمال
ENTREPRENEURSHIP

Strategic Pillars

Pillar 1

Impact-Centered
Excellence in
Teaching and
Learning

Pillar 2

Excellent and Sustainable
Research that Matters
to Our Community,
Government Industry and
Academia

Pillar 3

Our People
and Our
Performance

Pillar 4

Community
Collaboration
and Impact

Pillar 5

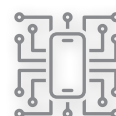
The Student
Experience – Fit
for the Future

The 2030 UOS EDGE Strategy represents the four key priorities for the University of Sharjah leading to 2030



Emiratization

By 2030 25% of UOS Faculty will be Emiratis, contributing on a world stage in research and education.



Digitization

By 2030 85% of all primary services will be fully digitized leading to a paperless, optimized, and efficient organisation.



Global Engagement

By 2030, UOS will be ranked within the top 200 universities globally and be ranked number one in the UAE.



Entrepreneurship

By 2030, UOS employees, faculty, students and graduates will have initiated over 60 start-ups, impactful research to our community, and other commercial research ventures.

The four strategic priorities will be delivered through the five strategic pillars detailed within this document. In addition to a cross-cutting initiative aimed at developing a more agile governance operating model.

The University of Sharjah is committed to enhancing institutional effectiveness by redesigning and developing student-centered operating models and governance frameworks. UOS will focus on creating an environment where value-added internal processes are both developed and implemented with a student-centric approach.

We will thoroughly evaluate the current organizational structures, operations, reporting mechanisms, and governance, including developing a risk management framework.

The University of Sharjah will embrace and integrate best practices and forward-thinking governance and operating frameworks to ensure optimal administration and management of resources, faculty, staff, and student services.

Vision and Strategy Map Model



Human development is very important and comes before building of the different cultural facilities as by him nations and civilizations can rise

H.H. SHEIKH DR. SULTAN BIN MUHAMMAD AL QASIMI

Pillar 1



Impact-Centered
Excellence in
**Teaching and
Learning**



The University of Sharjah stands as a distinctive beacon of higher education in the United Arab Emirates and beyond. At the heart of our mission lies a commitment to creating positive social, environmental, entrepreneurial, technological, and economic impact.

Our vision propelled by the belief that a student-centered approach, grounded in authentic positive impact, is the key to achieve excellence in education that delivers tangible outcomes. Recognizing the dynamic nature of job market, we embrace the pivotal role education plays in shaping students' future careers. Therefore, we are dedicated to equipping our students with the necessary knowledge and skills to thrive in their chosen professions.

Our commitment extends beyond merely meeting market demand; we aim to go above and beyond by fostering an entrepreneurial spirit and an innovative mindset. We will work tirelessly to develop a curriculum that not only addresses current market needs but also anticipates future trends.

Pillar 1 | Objectives:

1.1



Impact Centred Learning

1.2



Leave no Graduate Behind

1.3



Student Centred Research University

1.4



Interdisciplinary Programs

1.5



Recruit, Retain and Develop Faculty

1.6



International Branding



Pillar 1 | Initiatives:

Integrated Authentic Impact and Employability Skills.

This initiative aims to integrate authentic impact and employability skills into the curriculum and extracurricular activities of all students. Through hands-on projects, community engagement, and experiential learning opportunities, students will tackle real-world challenges that address societal needs. They will develop critical thinking, problem-solving, communication, and collaboration skills while making tangible differences in the community. By embedding these skills throughout their academic journey, students will graduate with the ability to execute impactful endeavors and create value in their communities. The initiative also focuses on equipping all graduates with the skills and experience needed to succeed in the workforce. Through career development workshops, internships, and mentorship programs, students will enhance their employability skills such as leadership, adaptability, and professionalism. Additionally, the program will facilitate access to employment opportunities that align with students' career goals through job fairs, networking events, and industry partnerships. By ensuring that no graduate is left behind, the University will empower students to thrive in their chosen careers.

- **Real-World Challenges**
- **Addressing Societal Needs**
- **Making Tangible Differences**
- **Creating Value in the Community**

Interdisciplinary Programs.

The Future-Ready Interdisciplinary Program Development initiative is aimed at creating innovative university programs that anticipate and align with the evolving needs of the future workforce. This initiative focuses on integrating cutting-edge technology, education, and skills development into interdisciplinary programs to prepare students for success in their chosen careers. Through this initiative, the University will collaborate across disciplines to design and implement programs that address emerging trends and challenges in various industries. These programs will provide students with opportunities to gain hands-on experience with state-of-the-art technologies, develop critical thinking and problem-solving skills, and acquire knowledge that is relevant to the rapidly changing job market.

- **Interdisciplinary Curriculum Design**
- **Alignment with Future Workforce Needs**
- **Integration of Cutting-Edge Technology**
- **Focus on Experiential Learning**
- **Career Preparation and Success**

Holistic Student-Centered Development.

The Holistic Student-Centered Development initiative is a multifaceted initiative designed to provide comprehensive support and resources to meet the diverse needs of students at the University of Sharjah (UOS). This initiative aims to foster students' personal, academic, and social well-being throughout their educational journey while also enhancing their engagement in the job market. The programs developed under this initiative include but not limited to leadership skills, character development, wellness, degree planning, academic advising, tutoring, skill development programs, social engagement, career counseling, internships and experiential learning, job placement and career fairs.

- **Career Readiness Curriculum**
- **Internship and Experiential Learning Opportunities**
- **Career Placement Services**
- **Teaching Hospital Development**
- **Student-Centered Mentoring and Advising**



Vibrant Academic Community.

The University of Sharjah aspires to create an environment where students, faculty, and staff can engage in meaningful academic pursuits, forge lasting connections, and contribute to the advancement of knowledge and society. The initiative embodies the University of Sharjah's commitment to creating an inclusive and engaging environment that fosters collaboration, intellectual exchange, and personal growth among students, faculty, and staff. This initiative aims to cultivate a thriving scholarly and social ecosystem within well-designed and equipped academic facilities. The initiative promotes intellectual exchange through seminars, workshops, and academic conferences that bring together scholars, experts, and thought leaders from diverse fields. These events provide opportunities for interdisciplinary dialogue, innovative thinking, and the exchange of ideas that drive academic and societal progress. The initiative fosters a scholarly and social ecosystem where students, faculty, and staff can thrive academically, professionally, and personally. By nurturing a sense of community and belonging, the University creates a supportive environment that encourages collaboration, creativity, and innovation.

- **Advancement of Teaching Pedagogies**
- **Enhancement of Research Output**
- **Cultivation of Innovation and Entrepreneurship**
- **Recruitment of Top-Tier Talent**
- **Retention Strategies and Incentives**
- **Professional Development Opportunities**

Communications & Outreach.

Through this initiative the UOS demonstrates its commitment to the strategic dissemination of information, fostering meaningful connections, and engaging with diverse stakeholders to promote the university's mission, achievements, and resources. This initiative aims to build mutually beneficial relationships with the broader community while enhancing the visibility and impact of UOS on a local, regional, and global scale. The initiative focuses on building mutually beneficial relationships with the broader community, including businesses, government agencies, alumni, donors, and the general public. By understanding and addressing stakeholders' needs and interests, UOS creates opportunities for collaboration, funding, advocacy, and support that benefit both the university and the community at large.

- **Strategic Marketing and Communication**
- **International Partnerships and Collaborations**
- **Global Recruitment and Talent Acquisition**
- **Global Thought Leadership and Engagement**
- **The internationalization of curriculum and programs, coupled with international accreditation**
- **Development of Global Media Unit**

Professor Yousef Haik

Vice Chancellor for Academic Affairs

Professor Qutayba Hamid

Vice Chancellor for Medical & Health Sciences Colleges

Professor Esam Agamy

Vice Chancellor for Institutional Effectiveness & Accreditation





By the end of this decade, the University of Sharjah aims for a quarter of its faculty to be comprised of **Emirati academics**, who will make significant contributions to global research and education.



Pillar 2



Excellent and
Sustainable
Research



Our research must continue to deliver a real impact: in sectors that matter, and in challenges that count. Whether it is helping to innovate a new technology, contributing to solving a global challenge or inspiring a new way of thinking, we must continue to lead change and pioneer progress that matters.

As we aspire to become the top institution for research collaboration with the industry in the UAE, we aim to focus on impactful research to make a difference and add value to the Emirate of Sharjah community and UAE society and UAE economy. Sustainable Research that matters to our community, government industry and academia is a key strategic pillar for the University of Sharjah (UOS).

We are committed to significantly enhancing the capacity building of Emirati researchers, positioning them as leaders on local, regional, and international fronts within key sectors outlined in the UAE's future strategy, including Energy & Environment, Space Science & Technology, ICT, AI & Robotics, Sustainable Technologies, Biotechnology & Medical Health.

Recognizing the essential role of social sciences and humanities research, we will employ these disciplines to drive the development and application of these strategic areas. Furthermore, we acknowledge that the highest caliber research contributes to substantial global impact.

Pillar 2 | Objectives:





Pillar 2 | Initiatives:

Unleashing Innovation and Education Ecosystem

The strategic initiative underscores the imperative of synergizing the strengths of Sharjah Oasis for Technology and Innovation Research Park and Sharjah Research Technology and Innovation Park through their merger, envisioning the creation of a world-class research ecosystem that fosters unparalleled innovation, entrepreneurship, and education.

Initiative Key Performance Indicators:

- Degree of Integration of the research park
- Success in Hiring Principal Officers (Commercialization + Research
- Outcome of Integration (i.e., financial, societal..)

Catalyst for Societal Impact and Innovation (Pioneering Research for a Prosperous Future)

The university can ensure that its research is relevant and meaningful to society and contributes to the well-being and prosperity of the Sharjah Economy and UAE communities. This will strengthen the University reputation, enhance its impact, and position it as a leader in research that matters to society.

Initiative Key Performance Indicators

- Number and Impact of externally sponsored research projects
- Number and impact of joint projects with government & industry
- Expand Community outreach office, commercialization, and entrepreneurship office

Empowering Research and Careers - Strengthening Research Assistantship and Graduate Employability Initiative.

The strategic initiative aims to enhance research capabilities within the university by increasing the number of research assistants, thus fostering a collaborative environment while addressing graduate employability challenges.

Key Performance Indicators:

- Employability of higher degree graduates
- Success of higher degree graduates
- International distribution of higher degree graduates



Advancing Innovation through Dynamic Research Grants Framework

The strategic initiative focuses on addressing the evolving landscape of research by establishing a comprehensive framework for Research Grants.

Sustaining and Diversifying the Areas of Research Fields

The strategic initiative is committed to ensuring diversity in research fields and research awards, recognizing that diversity and inclusivity are essential for robust and well-rounded knowledge creation.

Key Performance Indicators:

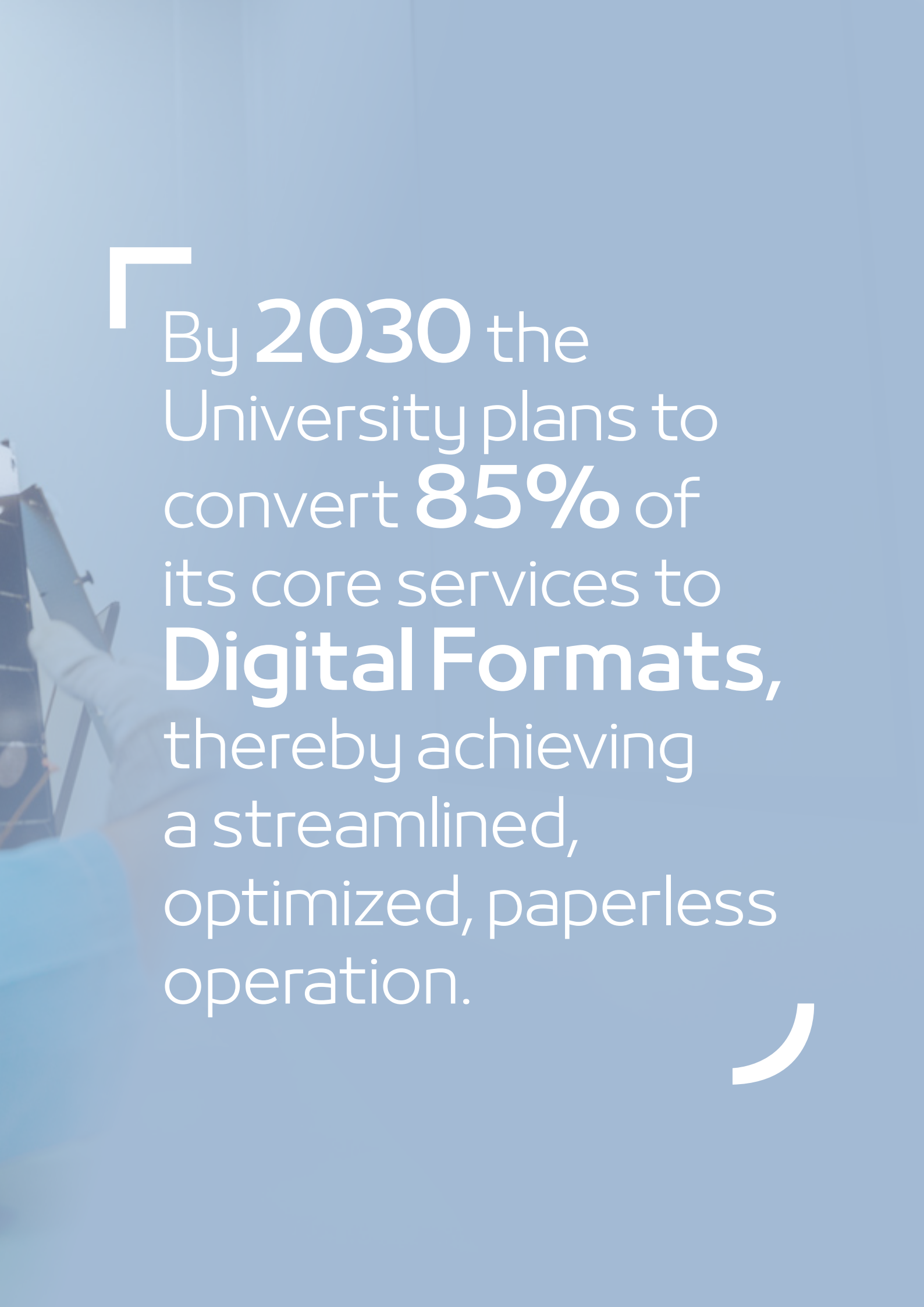
- Diversity in research groups & centres
- Publications in Q1 Journals
- Enhancement in Citations

This will produce impactful research in vital sectors, addressing significant challenges, aiming to be the UAE's top institution for industry research collaboration. With a strategic focus on sustainable research that benefits the community, government, industry, and academia.

Professor Maamar Bettayeb

Vice Chancellor for Research and Graduate Studies





By **2030** the University plans to convert **85%** of its core services to **Digital Formats**, thereby achieving a streamlined, optimized, paperless operation.

Pillar 3



Our People
and our
Performance



Our university is a place where personal dreams and ambitions can be realized, as demonstrated by the incredible achievements of our alumni. Our own journey to success has created the perfect environment, and our values of inclusiveness and collaboration will nurture and inspire our student's growth.

We will continue to focus on Emiratization to attract the talent we need. By 2030 we will ensure that 25% of our scientists, scholars, researchers, and academic leaders. Here, we must all come together to make a difference; to one another and to the world.

Our people and our performance are critical to enabling teaching together and research that matters. We will be known as an institute that champions operational excellence through great people, inspiring spaces, and systems renewal. We will attract and retain a diverse community of outstanding students, faculty, and staff.

We will create welcoming physical and virtual spaces for our students, faculty, staff, and community. We will transform university-level systems and processes through innovation and digitization in all areas from research, teaching, and administration. We will work towards attaining international quality certification in designated areas to ensure services provided to our students, researchers and faculty are of the highest quality.

We will continue to work towards ensuring financial sustainability and financial growth pathways by 2030. We will work towards diversifying our revenue sources and developing financial models to align our resources and to optimize our expenditures to support our university mission.

Pillar 3: Objectives:





Pillar 3 | Initiatives:

Institutional Evolution: Restructuring for Future Success Initiative

This strategic initiative aims to comprehensively restructure the university's administrative services, with a focus on creating a seamless, faculty-focused, and student-centred operational framework. It involves developing an efficient administrative organizational structure that balances centralized and decentralized services. This restructuring is supported by staffing positions with the necessary skill sets and aligning compensation levels with industry-based compensation while focusing on integrating Emiratization into key administrative roles.

Key Performance Indicators

- Operating cost growth
- Percentage of Functions Automated

Operational Excellence through Streamlining, Optimizing & Automating University Processes

The strategic initiative "Full integration, optimization and automation of university processes through ERP and Strategic Systems implementation" is dedicated to the systematic enhancement of the university's operations. Aligning processes with an (ERP) system, a Research Management System, a Data Warehouse & Analytics System, and other strategic systems, the initiative aims to achieve seamless integration, enhance efficiency, and reduce costs across various functional areas.

Key Performance Indicators:

- Operating cost growth
- Percentage of Functions Automated

Emiratization

This strategic initiative is dedicated to expanding the Emirati workforce in both administrative and academic roles at the University of Sharjah. It involves implementing graduate induction programs and focused sourcing and retaining strategies. Through targeted recruitment and retention efforts, the university aims to increase the presence of Emirati nationals. A crucial aspect of this initiative is equipping Emirati graduates with essential skills, fostering their active participation, and contributing to the university's diverse and skilled workforce. Furthermore, this effort plays a vital role in developing local talent within the university community, enhancing its overall growth and sustainability.

Key Performance Indicators:

- Percentage of Emiratization
- Academic 25%
- Administration 50%



Cost Optimization & Efficiency.

Through institutional restructuring and digitization, this initiative is the initial step towards financial sustainability. It emphasizes rigorous cost management through optimizing & enhancing procurement, leveraging strategic partnerships, maximizing resource use, including priority-based budgeting and efficient space utilization with a focus on eliminating inefficiencies, ensuring prudent financial decisions.

Key Performance Indicators:

- Operating Surplus
- Operating Cost Growth

Campus Transformation 2030: A Vision for Excellence (Campus Master Plan Implementation)

As an integral prerequisite to the “Campus Transformation” initiative, it’s imperative to develop a comprehensive and optimal Campus Master Plan that is aligned with the University growth strategy while recognizing challenges of space limitation. It will include thorough assessments of our current teaching and research facilities and identify the necessary physical and infrastructure improvements, with a focus on identifying the most feasible sustainable solutions as standards within our upgrades. This ensures that automated lighting and air-conditioning systems, digital amenities, and other modern features align with our commitment to eco-friendly solutions. By integrating sustainability as a standard requirement, we ensure that our improvements are not only technologically advanced but also aligned with a priority-based budget approach, allowing for gradual and cost-effective implementation.

Key Performance Indicators:

Projects Completed against Master Plan 5

Pillar 3 | Our People and our Performance Strategy is committed to operational excellence, we will aim to attract and retain a diverse community, enhance our physical and virtual spaces, innovate through digitization, and achieve financial sustainability to enable our strategic pillars, ensuring high-quality services for our students, researchers, and faculty.

Mr. Shihab Ahmed Al Hammadi

Vice Chancellor for Financial and Administrative Affairs





By **2030** the University aspires to be listed among the **top 200** universities worldwide and to attain the highest ranking within the **UAE** by **2030.**

Pillar 4



Community
Collaboration
and **Impact**



Key to the success of our 2030 strategy will be collaboration and the impact of collaboration in enabling sustainable excellence in teaching together and sustainable research that matters to our community, government, industry, and academia. We will continue to develop more strategic local and international world-class collaborations leading to important partnership to support joint graduate programs, dual degrees and joint research projects, labs, and centers.

The University of Sharjah has over 40,000 alumni in our databases, many of them are well established and have key leadership roles in the country and abroad. The Alumni Office will focus on the development of a graduate hub to ensure that no graduate is left behind, through providing re-skilling opportunities and opportunities to update knowledge through the continuous professional development services, career services and support from individual colleges.

Continuous update of the UOS alumni database with periodic communication with every UOS alumnus. Enhance the UOS alumni package, which highlights the services and discounts offered to UOS alumni. Reach out to key UOS alumni and involve them in standing committees and advisory boards. Invite UOS alumni to regular events taking place in the University. Involve UOS alumni in university branding and community outreach programs.

This pillar contributes to ensuring UOS becomes a top 200 globally ranked institution by 2030 and maintains its status of being ranked number one within the United Arab Emirates (UAE).

Pillar 4 | Objectives:





Pillar 4 | Initiatives:

Partnership Enhancement for Future Opportunities

The strategic initiative entails establishing impactful partnerships by forging Memoranda of Understanding (MOUs) with globally renowned organizations. It encompasses a comprehensive review of existing MOUs to ensure their continued relevance and alignment with the University's vision.

Key Performance Indicators:

- Key Performance Indicators
- Number of global network of alumni chapters

Global Pathways

The strategic initiative centres on establishing a dynamic university study abroad program tailored to UAE students, with the overarching goal of fostering their engagement and eventual integration as valuable employees within the institution.

Key Performance Indicators

- Emiratization (Academic)
- Number of Emirati Study Abroad participants
- Percentage of Satisfaction with study abroad program

UOS Alumni Empowerment Initiative: Fostering a Culture of Giving and Engagement

The strategic initiative aims to create mutual benefits and foster growth through purposeful relationships with our alumni, both nationally and internationally. By engaging in meaningful networking within the UoS alumni community, we create value and opportunities for all involved. Further enhance the UOS Alumni Office to facilitate alumni funding, sponsorship, and philanthropy initiatives, creating opportunities for financial assistance to students and graduates in need.

Key Performance Indicators

- AED Funding
- Reduction of students unable to graduate due to financial aid



Equity and Excellence Recognition Framework - Elevating Reputation Through Strategic Awards Initiative.

The strategic initiative is geared towards establishing a comprehensive recognition framework that ensures the equity, value, and significance of both internal and external competitions and awards. To enhance the university's reputation, the initiative seeks to strategically align external awards to contribute significantly to the institution's recognition and standing on a broader scale. In parallel, the initiative aims to centralize internal awards through a systematic, equitable, and impartial framework. This framework will meticulously recognize individuals or teams whose valuable contributions directly elevate the university's reputation.

Key performance Indicators

- Number of awards organized, attracted, or supervised
- Percentage of impressions of award participants
- Contribution of the awards to raise and improve the performance and to enhance the university's reputation of the university

Community Collaboration and Impact Strategy will enhance strategic local and international partnerships for joint programs and research, while also focusing on alumni engagement through a graduate hub, continuous professional development, and Alumni involvement in university activities, all contributing to our goal of being a top 200 globally ranked institution by 2030.

Dr. Salah Taher Al Haj

Vice Chancellor for Community Affairs





By **2030**, the collective efforts of the University's staff, faculty, students, and alumni are expected to result in the creation of **over 60 new enterprises**, patents, and commercial research projects.

Pillar 5



The Student
Experience –
Fit for the
future

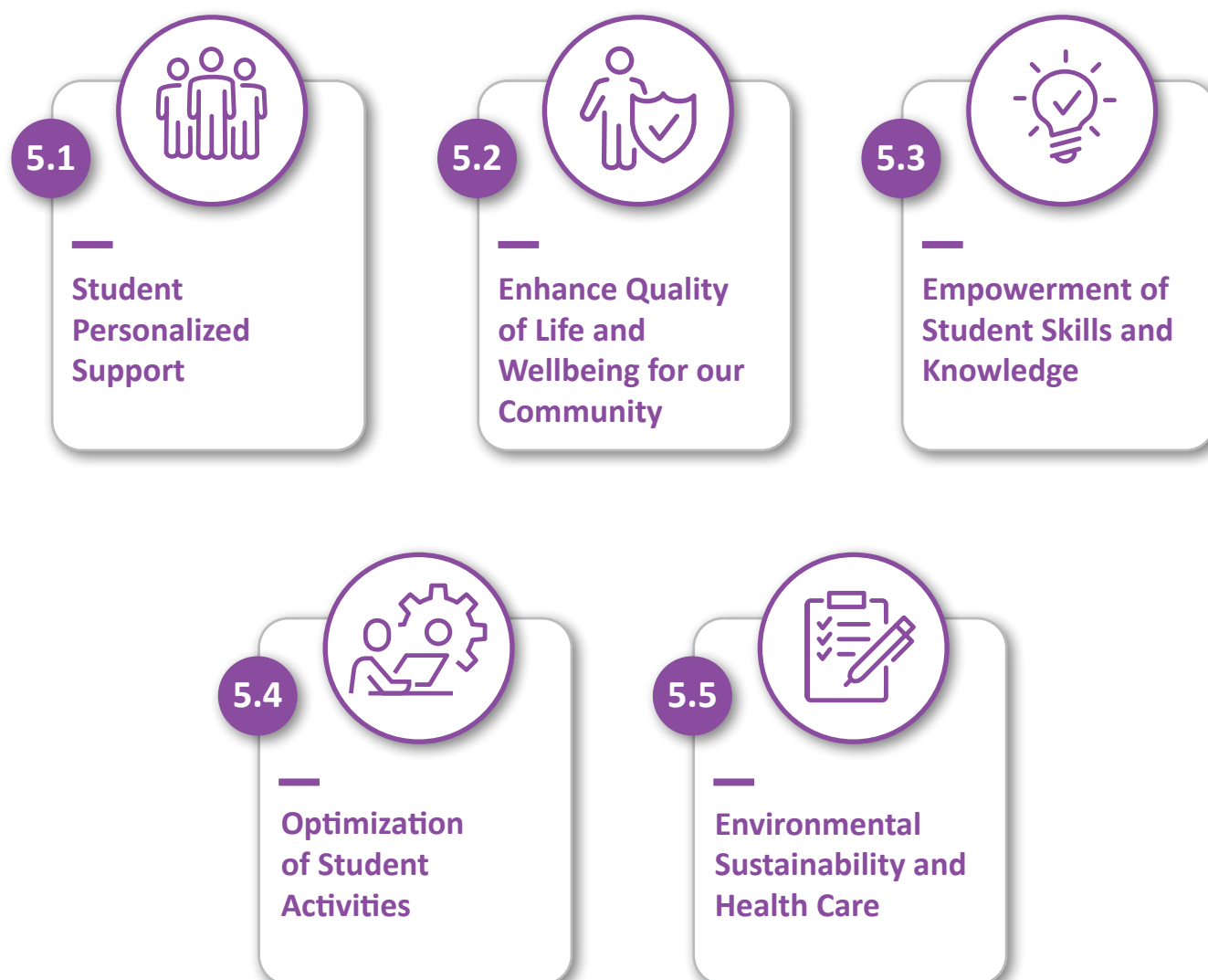


Our award-winning campus is further proof. Having reimagined how different a campus can be – in terms of hybrid learning, extensive facilities, and an engaging student experience – we are now delivering that: taking an existing strength and making it even stronger. By 2030 we will have attained a complete digital transformation and embracing advanced technology in a 100% paperless environment.

The Student Experience – Fit for the future to enable sustainable excellence in teaching together and research that matters. Happiness, quality of life and healthy life experiences is an important strategic pillar for the University of Sharjah. We will work towards developing an innovative world-class physical and virtual campus experience through ongoing improvements to our dormitories, faculty housing, sports centers, classrooms, and libraries. Ensuring our students and faculty have the best possible experience on campus and digitally.

Dormitories development will continue to ensure high quality facilities for our students, supported by equipment and services which will ensure that our students will want to always remain on campus. Student counselling, academic advising, student support and career services will continue to be developed to ensure that no graduate is left behind.

Pillar 5 | Objectives:





Pillar 5 | Initiatives:

The Student Experience – Fit for the future Strategy.

Our focus on creating a world-class physical and virtual campus experience prioritizes happiness, quality of life, people with disabilities experience and healthy living, with continuous improvements to dormitories, faculty housing, sports centres, and academic facilities, ensuring an exceptional experience for students and faculty both on campus and online.

Enhance Quality of Life and Wellbeing for Students and Others.

Creating an Attractive, Engaging, and Inclusive Campus. Improve University Medical Clinics and Health Services through a comprehensive health insurance, improve the medical clinics infrastructure (laboratories, Imaging, Pharmacy) establishing new 24/7 access to the medical care.

Key Performance Indicators:

- Comprehensive Health Service Enhancement Level (CHSEL)
- Psychological Services Advancement and Compliance Rate (PSACR)

Empowering Employability By Enhancing Life Skills.

To train the students on certain skills Practical Employability Skills (theatre, calligraphy, photography, reading, poetry ...) The proportion of key campus areas — dorms, colleges, sports facilities, student centres — that have been evaluated and upgraded to meet universal design standards. Improve the dorms life through implementing the housekeeping project.

Key Performance Indicators:

- Percentage of Employability
- Number of Student Trained
- Percentage of Satisfaction

Develop the catering and food service in campus.

To enhance the catering and food services on campus, our strategic approach focuses on diversifying and improving the quality of food options to cater to the diverse tastes and dietary needs of our university community. We plan to introduce a range of healthy, international, and culturally diverse food choices, ensuring accessibility and affordability for all students and staff. This initiative includes partnerships with local and international vendors to bring a variety of culinary experiences to campus, while also emphasizing sustainability and environmentally friendly practices in food sourcing and waste management. Additionally, we aim to integrate technology in food service operations to streamline ordering and delivery processes, ensuring convenience and efficiency. This comprehensive strategy is designed not only to elevate the campus dining experience but also to foster a more inclusive and engaging community atmosphere.

Key Performance Indicators:

- Number of Revenue Generation
- Percentage of Student/Faculty Satisfaction with Catering Facilities.



Key Performance Indicators:

- Number of student trained
- Percentage of Employability

Transformational Campus Experience (Restructuring Student Affairs).

The strategic initiative focuses on reimagining the Student Affairs Deanship to optimize student support, streamline processes, and amplify communication, ultimately enriching the university journey. The goal is to establish a world-class campus environment that fosters happiness, quality of life, and well-being. This endeavour involves continuous enhancements to dormitories, sports centers, counselling, student facilities, clubs and activities creating an ecosystem where students flourish both within the campus's vibrant atmosphere and across digital platforms.

Key Performance Indicators:

- Satisfaction Percentage
- Improved Safety
- Utilization Increase

The Student Experience – Fit for the future Strategy.

Our focus on creating a world-class physical and virtual campus experience prioritizes happiness, quality of life, and healthy living, with continuous improvements to dormitories, faculty housing, sports centres, and academic facilities, ensuring an exceptional experience for students and faculty both on campus and online.

Strategic Student Services Optimization for Active Participation Initiative.

The strategic initiative aims to optimize and streamline student services activities to drive measurable participation and attendance, ensuring comprehensive engagement of all students throughout the academic year. By developing a holistic program of activities, this initiative focuses on creating a dynamic and engaging calendar of events, workshops, seminars, and extracurricular activities that cater to diverse student interests and needs. Leveraging data analytics and student feedback, the initiative seeks to tailor activities and communication strategies, effectively reaching and involving all students.

Dr. Amina Al-Marzouqi

Vice Chancellor for Students and Branches Affairs

Mr. Majid Al Jarwan

Vice Chancellor for Public Relations Affairs

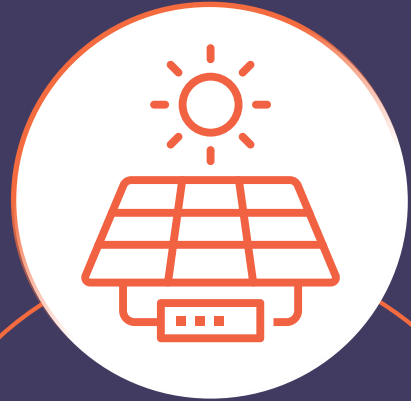
STRATEGIC LEGACY PROJECTS

The University of Sharjah already plays a pivotal positive role in our community. As we look forward with our new strategy, we are committed to initiating and successfully completing five landmark legacy research projects. These endeavors are not just ambitious in scope but are also designed to create profound and enduring impacts on the Sharjah region, leaving a legacy that will benefit.

The five legacy projects include:



**Satellite Launch
Initiatives and
Astronomical
Observatory**



**Solar-Powered
Hybrid Desalination
Pilot Plant based on
UAE Water Atlas**



**A Pilot-Plant for
Green Hydrogen:
Direct Seawater
Electrolysis**



**BRAINS: Building
a Responsive
AI-Integrated
Networked Smart-
Campus**



**Prevention and accurate
diagnosis of Neurological
and Chronic Complex
diseases prevalent in
the UAE using Artificial
Intelligence and
Computational Medicine**



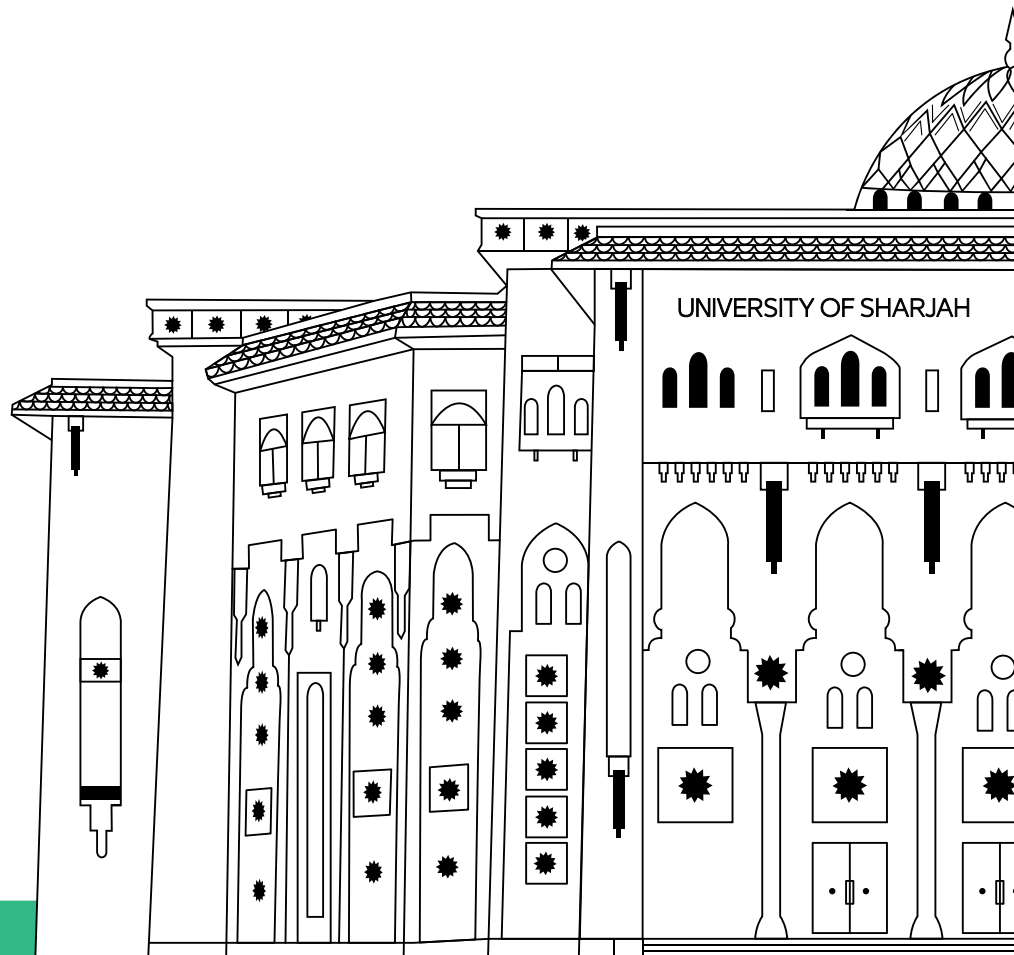
**Meteorological
Resilience
Initiative**

University of Sharjah Performance Management System

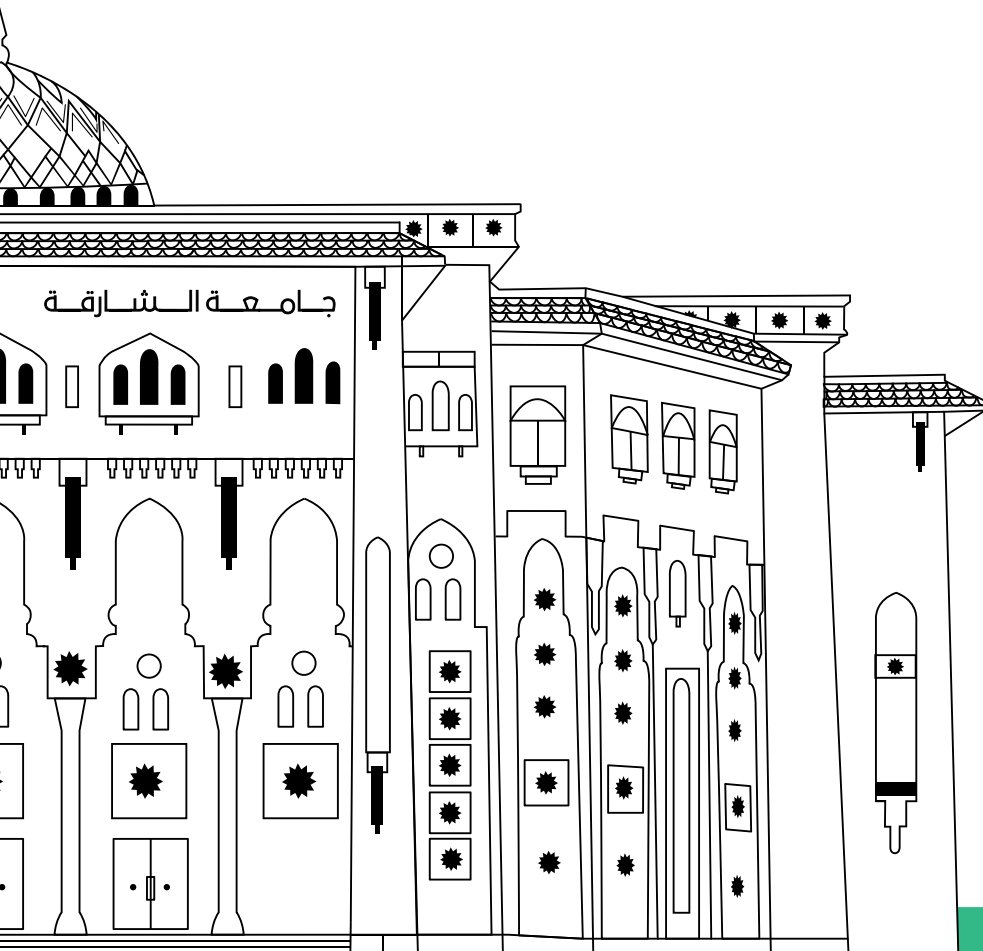
The UoS strategic performance management system is a comprehensive framework that facilitates the planning, execution, monitoring, and assessment of an institution's strategic pillars and objectives. This system involves the alignment of institutional strategies with key performance indicators (KPIs), ensuring that activities and initiatives are aligned with the overarching mission and vision. This requires continuous data collection, analysis, and reporting to measure progress, identify areas for improvement, and make informed decisions.

Pioneering a ground-breaking initiative, the university will be the first institution worldwide to holistically implement the Hoshin Kanri performance management system across every college and department, strengthening its commitment to transformative excellence.

The Hoshin Kanri performance management system (x-Matrix) will empower Colleges and Departments to make informed decisions, adapt to changing conditions, and drive towards the achievement of strategic goals. This system will emphasize a dynamic cycle of planning, implementation, evaluation, and adjustment, ensuring that the University of Sharjah remains agile and responsive in its pursuit of excellence and sustainable success.



X-Matrix Performance Framework

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