



كلية الاتصال
COLLEGE OF COMMUNICATION

Strategy on Emiratization at the College of Communication

College of Communication
University of Sharjah, U.A.E



Table of Contents

1. Introduction.....	3
2. College Strategy	3
3. General strategic points	4
4. Objectives and aims:	4
5. Current Emirati citizens in the College	5
6. Actions points taken in the academic year 2021/2022.....	5
7. Development for future provisions.....	6
8. Administrative Strategies towards Emiratization	7
9. References	7

1. Introduction

Emiratization is an initiative by the government of the United Arab Emirates to employ its citizens in a meaningful and efficient manner in the public and private sectors (Toledo 2013; Al-Waqfi and Forstenlechner 2014). Overall, the University of Sharjah's objective is to enhance its Emiratization program in order to provide an appropriate prioritized career pathway for UAE citizens within the organization. To achieve so, special focus has been placed in developing skills and preparing these citizens for future opportunities within the University and the broader workforce. At the College of Communication level, this means creating and defining tangible pathways for Emirati citizens to achieve their full professional potential and insert themselves, in a competitive manner, in the structure of the College in the areas of research, teaching, administration and support.

2. College Strategy

The key aim at the College of Communication level is to empower Emirati citizens currently in the College in order to be able to assume positions of academic leadership, governance, administration and support. By empowerment it is meant the design and planning of career pathways for each of these individuals. Attached to them, the College will identify and put in place programs of personal development and training that allow these individuals to successfully navigate these pathways. The vision is that in the next few years, key positions in the College are occupied by the most talented Emirati citizens.

3. General strategic points

- Put in place a personal develop plan for Emirati Faculty that clearly indicates short, medium and long-term goals as well as training and support needed to achieve this.
- Develop a personal develop plan for Emirati staff that clearly indicates short, medium and long-term goals as well as training and support needed to achieve this.
- Identify Emirati talent at an early stage, to work with the most talented individuals with the potential to make important contributions to the College (e.g. excellent PhD Emirati candidates studying communication both at home and abroad).

4. Objectives and aims:

- To provide support, training and general education to Emirati citizens to make sure that they can acquire the academic and administrative capabilities to fully participate in the College life and take part in all activities undertaken by the institution.
- To support Emirati citizens to develop their own research portfolio of research outputs that needs to be at the highest world standards.
- To support Emirati faculty in enhancing their teaching capabilities.
- To support Emirati faculty to enhance their administrative capabilities so they can occupy strategic positions of administration and management at all levels of the College.
- To support the Emirati citizens in the administrative function so they can develop a clear path for their future career.

5. Current Emirati citizens in the College

Area	Total number	Percentage
Faculty	5	25%
Support Staff	5	12%

6. Actions points taken in the academic year 2021/2022

- Hiring a new Faculty member, Wafa Khalfan Rashid Burenqain Al-Ali, PhD (University of Glasgow) in 2022 as an Assistant Professor in the Mass Communication program. She has now attended induction sessions organized the Institute of Leadership in Higher Education and she has also received support and guidance by the College. We are also developing with her a personal development plan. In regards to research, since arriving to the College she has been incorporated in research projects directed at publishing two (2) Scopus Q1 papers in which she will be the lead author. This papers deal with media infrastructure and focus on coding and the use of open source software by journalists. One paper is now under peer-review by the Scopus Q1 journal Digital Journalism (Taylor & Francis).
- The Dean has met regularly and individually with each one of the Emirati Faculty members to set up specific plans to improve their Scopus publication records. This includes meeting with Dr Fawzia AlAli, to support her in the publication of two papers under development right now, several conversations with Dr Nawal Abdel Razaq Askar to produce research around the social media platform and meetings with Dr. Shareefa Al Marzooqi, who serves as director of the Media Center and Dr. Noora Al Hooti, who is currently receiving additional support and advice from Professor Noha Mellor to produce two papers for Scopus publication.

- In relation to administrative and support staff, we are working with each one of the Emirati citizens to map a progress pathway. This included one-to-one meetings with each member of staff to help them think about their professional future and together design a pathway for career development. This included identifying opportunity, required resources and training needed to achieve the goals set in this plan.

7. Development for future provisions

PhD program: The main program for future provisions is the development of a PhD program in Communication, which is now the only one in the United Arab Emirates in Communication. This will be the seeder for future academics in the area of mass communication and media in general in the country. We have improved this programs having in sight to become the best doctoral program in the Middle East and at the pair of the best in the world. In this program, over 80% of the students are Emirati citizens. This means that we are educating and training the future Emirati academics in the fields of media, communication and journalism.

Training and Personal Development Plans: We expect that all and every single Emirati citizen working in the College of Communication develops jointly with the College a personal development plan that sets a career path for the next 3 to 5 years. This will identify their overall goals and what type of resources, support and efforts needed to achieve these goals.

8. Administrative Strategies towards Emiratization

The College of Communication has integrated Emirati citizens at all levels of the College governance. This include:

- Emirati Faculty are members of both existing research groups.
- Emirati citizens are members of all the College committees.
- Not only there are Emirati citizens present in all search and selection committees to appoint new Faculty but also in the last search and appointment committee both the chair and the majority of members were Emirati citizens, who were also instructed to give priority to any Emirati candidate who had applied.
- Emirati citizens have been in the past Chair of department and now some coordinate specific areas.
- We are making effort to identify Emirati citizens undertaking PhDs in Communication in the top 100 universities in the world, so we can start contacting them in order to attract them to the University of Sharjah in the future once completing their programs.

9. References

Al-Waqfi MA, Forstenlechner I (2014) Barriers to Emiratization: The role of policy design and institutional environment in determining the effectiveness of Emiratization. *The International Journal of Human Resource Management* 25(2):167-189. <https://doi.org/10.1080/09585192.2013.826913>

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