

# UMS



جامعة العلوم الحديثة

University of Modern Sciences



## STRATEGIC PLAN

### 2016-2021

10 April 2018

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### Document Revision Summary

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A	1	10 April 2018	Revised for Full Compliance Inspection Report Responses.

## Overview

Since its foundation in 2012, the University of Modern Sciences (UMS) has transformed itself from a small technical college with a handful of students and instructors to a full-fledged organization of higher education. The University started its first academic year with a strong determination to attain a high level of distinction.

The academic strength of the University is grounded in a variety of outstanding programs each of which designed to achieve academic development and a position of enhancement in its own field. UMS has become a productive conglomeration of dedicated faculty and staff, strong programs, and a student body eager for knowledge and leaning. This plan proposes university-wide goals and actions that transcend the boundaries of colleges and administrative units. It suggests that the University can take greater advantage of its strengths while it reinforces the innovation and creativity characteristics of the various programs and colleges. The relationship of individual academic units to the central administration of the University should involve an ongoing dynamic interchange.

The challenges and opportunities of UMS's changing environment suggest the need for enhanced institutional capacity to act as a unit, that is, to chart strategic directions and mobilize colleges around those directions. The redesign of UMS syllabi, the introduction of the Law College, College of Mass Communication, the program of Tourism Planning and Development in the College of Tourism Sciences, and the application for five important master's programs all require institution-wide response and support. This challenge presents an opportunity to significantly increase the diversity of the faculty. The growing need for research requires an institutional response that sets priorities and ensures support is cost-effective. Institutional and UMS-wide strategies and tactics will help the University meet such challenges effectively over the next six years and take advantage of opportunities for academic enhancement.

The plan puts forth an aspiration for UMS to be widely recognized as a leading institution of higher education and fundamental knowledge with practical learning and impact on local, regional and international problems. The focus is on strong academic programs that are strategically important to the University and constantly developing each of the academic programs in the Colleges of Arts and Sciences, Biotechnology, Business, Law, Mass Communication, and Tourism Sciences. Greater connectivity implies that it will be easy for students and faculty to cross program and college boundaries in pursuit of their academic goals.

The main elements of this plan include goals, objectives, and key performance indicators (KPIs) that define areas for action and steps for achievement. Among these, there are priorities that provide direction on where to start.

This *Strategic Plan 2016-2021* is guiding the University and its community in the core areas of Education and Student Life, Research, Regional Impact, Globalization and International Initiatives, Community Success, and Finance and Infrastructure. The development of the 2016-2021 Strategic Plan has allowed us to collectively explore the many ways we will continue to grow and develop these core areas.

UMS will concentrate efforts and attention in several areas of continuous enhancement across all programs offered. We measure the development by the impact we have on making our immediate community and the region better. Building on deeply grounded disciplinary strength, we collaborate among disciplines to do things from the ground up, not from top down. We are entrepreneurial, we move quickly and prudently when we see an opportunity. We do not do everything, but we focus on areas where we have comparative advantage. We view teaching and research to be the pillars of knowledge creation, so that all students have the chance to develop deep knowledge of their major fields.

We at UMS invest in the continuous development and support of our students, faculty and staff. We particularly focus on activities that enhance student development in a society that is becoming increasingly globalized. We are dedicated to the intellectual, professional, cultural, personal, and social growth of our students, University and community at large. We will ensure that our University acquires, and fully supports, the utilization of state-of-the-art technological resources, dynamic programs and highly motivated staff that support research and scholarship and facilitate innovation in the learning environment. We will embrace a vision of engagement to turn increasingly outward and expand the range in which we are an important presence. Our University shall take advantage of its special location to forge links and businesses and to actively participate in efforts to promote cultural, academic and economic development in UAE and the GCC countries.

Driven by the University's mission and vision, this strategic plan affirms academic development as defining attributes and reinforces our belief that student learning is central.



## Vision

The University of Modern Sciences aspires to be a leading university in the UAE and the region. It provides the best possible academic programs that reinforce knowledge, skills, and competencies for its graduates to give them more opportunities for career success.

## Mission

The University of Modern Sciences is a comprehensive institution that offers high quality undergraduate and post-graduate programs that promote research and scholarly activities. UMS is committed to offering career-oriented courses in the modern sciences that meet international standards. It also aims to prepare students for employment in local, regional, and international job markets. UMS will be known for the purposeful integration of applied teaching and learning methods that provide its students with the moral and intellectual virtues that form the basis for perpetual learning and contribution to society. Through its dedicated and highly-qualified faculty and staff, UMS assures a rewarding learning environment for its diverse group of students.

## Goals

To accomplish its mission, University faculty and staff will work together to achieve the following *Goals*:

- Goal 1: Increase student enrollments using an effective enrollment management plan.
- Goal 2: Continuously enhance academic program offerings to add greater value to the UAE education sector.
- Goal 3: Provide faculty development opportunities that expand professional horizons.
- Goal 4: Expand research choices in all faculty disciplines that lead to creative and innovative teaching and learning practices.
- Goal 5: Use the talents of our faculty, staff, and students to engage with the public in a broader context of service and idea exchange.
- Goal 6: Provide a broad range of career development opportunities for the administrative staff.
- Goal 7: Manage existing University resources and infrastructure efficiently and effectively.

## Core Values

- Respect and Cultural Diversity
- Social Responsibility
- Integrity and Transparency
- Teamwork, Spirit, and Positive Thinking
- Learning and Innovation

## Colleges and Programs

College of Arts and Sciences	English General Education
College of Biotechnology	B.S. Biotechnology M.S. Forensic Biotechnology
College of Business	B.S. Business Administration Master of Business Administration
College of Law	Bachelor of Law Master of Law
College of Mass Communication	B.A. Journalism B.A. Public Relations
College of Tourism Sciences	B.S. Tourism Development B.S. Tourism Guidance



## UMS SWOT Analysis

### Summary Table

STRENGTHS		WEAKNESSES	
1	Continued implementation of higher education best practices	1	Older campus with frequent and costly maintenance required
2	Highly-qualified faculty and staff	2	Marginal or marketing and communication schemes
3	Unique and accredited academic programs	3	Not enough emphasis placed on recruiting international students
4	Daily emphasis on institutional effectiveness and quality	4	Lack of a vibrant research culture
5	Flexible and convenient times for classes	5	Improving but still inadequate library facilities
6	Competitive tuition fees for all programs	6	Inadequate training and development schemes for faculty and staff
7	Inclusive and healthy work environment	7	Insufficient <i>advanced</i> IT resources
8	Strong organizational structure		

OPPORTUNITIES		THREATS	
1	Rapid economic development in the UAE and Dubai	1	Continuously increasing competition in the education sector
2	Dubai strategic goals of expansion in the education, health, and tourism sectors	2	Inflationary pressures leading to rising costs
3	AACSB membership and eventual accreditation	3	Lack of funding by the federal and local governments
4	Recruiting more international students	4	National tax initiatives (VAT) that have become a reality
5	Strategic alliances and partnerships with national and international academic institutions		
6	Offering joint- or dual-degree programs with international universities		
7	Gradual roll-out of e-Learning in all programs		
8	Potential demand for more traditional and innovative academic programs for perpetual learning		
9	Diversification of income sources		

## Goals and Objectives

### Goal 1

Increase student enrollments using an effective enrollment management plan.

#### Objective 1

Establish an admission and recruiting program that targets a broad market of academically competitive applicants.

To achieve this, UMS plans to:

- Devise and implement a focused and targeted recruitment plan
- Attract and retain the most capable students
- Work with schools to build a pool of students eligible to attend the university
- Develop and implement a strong relationship marketing plan

#### Objective 2

Improve recruitment and retention of students through enhancement of academic facilities, instructional technology and all service areas impacting the student experience.

To achieve this, UMS plans to:

- Improve program delivery and communication, complemented by appropriate virtual learning environments
- Ensure that the students have access to the full range of resources that they need to succeed
- Establish advisory and career activities to better serve and retain students
- Establish student academic support services that will help students overcome any study weaknesses
- Develop and implement student exchange programs

#### Objective 3

Review financial aid policies to enhance recruitment and retention.

To achieve this, UMS plans to:

- Increase the University's endowment devoted to financial aid
- Increase student support from Government and non-government sources
- Expand work-study opportunities to support student financial needs

## KPIs

- Annual New Enrollments
- Annual Student Retention Rate
- Annual Student Satisfaction-Program Courses
- Annual Increase-Geographically Diverse Students
- Annual Increase-Students Using Career Services
- Annual Students Participating in Exchange Programs
- Annual Increase-UMS Scholarships
- Number of Student-Related Activities

## KPI Table

Key Performance Indicator	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
New Enrollments	10%	12%	15%	18%	20%
Student Retention	80%	81%	82%	84%	85%
Student Satisfaction-Program Courses	75%	76%	77%	78%	80%
Geographically Diverse Students	10%	12%	15%	18%	20%
Students Using Career Services	10%	11%	15%	20%	22%
Students in Exchange Programs	10%	10%	15%	15%	15%
UMS Scholarships	10%	11%	14%	15%	18%
Number of Student-Related Activities	5%	6%	8%	10%	10%

## Goal 2

Continuously enhance academic program offerings to add greater value to the UAE education sector.

To ensure our knowledge, ideas, skills and expertise are transformed into innovative and industry oriented academic programs that are at the forefront of their disciplines. Academic programs development is the principal drive for creating educational opinion, innovation, intellectual property, enterprise and wealth, thereby realizing UMS's national and international objectives and enriching the UAE society.

### Objective 1

Build and enhance key clusters of knowledge and expertise within and across academic departments that are identified by UMS academic council in response to emerging and demanding skill requirements in both private and public sectors and the wider UAE society.

To achieve this, UMS plans to:

- Identify academic program development priorities and update the curriculum to match
- Establish dedicated committees at the college level to use an integrated approach to curriculum and program development
- Develop programs that demonstrate the greatest capacity to build on current strengths and achieve new heights in research and graduate education

### Objective 2

Pioneer new and emerging areas of professional and graduate education that cross the boundaries of traditional disciplines

To achieve this, UMS plans to:

- Monitor and analyze national and international trends in student choice and industry needs
- Engaging key employers and stakeholders in developing UMS academic programs
- Encourage faculty to engage with the public and industry stakeholders as part of their research agenda to identify future education requirements
- Promote and support new curriculum initiatives that develop emerging education needs
- Foster faculty exchange and collaboration schemes with industry and other academic institutions

## KPIs

- Annual Course Improvements
- Assessment Data used to suggest program change
- Satisfaction with UMS performance among local and national constituents

## KPI Table

Key Performance Indicator	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Annual Course Improvements	80%	82%	83%	83%	85%
Data Used for Program Changes	55%	58%	60%	65%	70%
Satisfaction-UMS Performance	70%	75%	76%	78%	80%



## Goal 3

Provide faculty development opportunities that expand professional horizons.

### Objective 1

There is a critical need to review the faculty ranks proactively. It is essential to keep abreast of and deal with intense competition for faculty, to reduce losses of valued faculty through enhanced retention efforts and to increase faculty diversity.

To achieve this, UMS plans to:

- Emphasize a faculty recruitment strategy of building from the bottom—recruit new PhD's over the next two years
- In strategically important areas, where a significant percentage of high quality faculty are close to retirement, pre-fill during the next 3-4 years
- Develop regular, systematic, and transparent mechanisms for allocating faculty positions across academic areas in order to strengthen select areas

### Objective 2

Significantly increase the diversity of faculty through new hires and enhanced retention efforts. This objective is of high priority during the plan important in principle given core values of UMS and of significant educational value to students and programs.

To achieve this, UMS plans to:

- Develop specific goals for gender and ethnic diversity of faculty in all departments and colleges that take account of available candidates and the importance of critical mass within departments
- Expand the pool from which UMS recruits faculty by broadly defining faculty positions wherever possible
- Ensure that colleges and departments give appropriate attention too diversity throughout recruitment process
- Develop an efficient mechanism to monitor progress in searches and retention based on international best practices

### Objective 3

#### Ensure Competitive Faculty Compensation

UMS has invested substantial resources to raise average faculty salaries to a competitive level among its competitors and it cannot afford to lose grounds on this dimension.

To achieve this, UMS plans to:

- Keep average faculty salaries at or above the median among peer universities
- Benchmark and regularly assess fringe benefits to ensure that these remain abreast of local and regional markets
- Assess and benchmark start-up packages and ongoing support for research

### Objective 4

#### Develop and Implement Policies to Retain Highly Valued Faculty

The competitive environment within higher education in the UAE and the Gulf Region makes retention of outstanding faculty a critical issue and growing challenge. The most effective strategy is to ensure that highly valued faculty have a vibrant intellectual environment, excellent students (graduate and undergraduate), and the resources to achieve their professional goals and aspirations.

To achieve this, UMS plans to:

- Enhance efforts to retain highly valued faculty and ensure that strong support for research, teaching, and public engagement is provided
- Make extraordinary efforts to retain highly valued, highly promising, and highly experienced faculty
- Be proactive in making sound offers to incumbent faculty addressing work-life issues (dual careers)
- Establish and implement a policy to recognize and reward deserving faculty

### KPIs

- Annual Increase in Professional Development Funding
- Annual Number of Faculty Hired
- Annual Faculty Retained
- Annual Number of Faculty Attrition
- Annual Number of Promotion-Related Complaints

## KPI Table

Key Performance Indicator	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Annual Increase in Professional Development Funding	20%	20%	20%	20%	20%
Annual Number of Faculty Hired	7	10	15	22	25
Annual Percentage of Faculty Retained	95%	96%	97%	97%	98%
Annual Number of Faculty Attrition	3	4	4	5	4
Annual Number of Promotion-Related Complaints	2	2	1	1	0



## Goal 4

Expand research choices in all faculty disciplines that lead to creative and innovative teaching and learning practices.

### Objective 1

UMS is committed to raising the quality and stature of departments to a position of academic leadership. The University plans to provide support for research and creativity in a careful, strategic and cost-effective way.

To achieve this, UMS plans to:

- Identify and support departments that have the potential to become national and regional research leaders
- Develop practical procedures to measure research quality and creativity
- Create strategic plans to achieve academic distinction in teaching and learning

### Objective 2

Build national and regional leadership in all academic programs offered at UMS

To achieve this, UMS plans to:

- Develop new academic initiatives and advice on fields for strategic investment
- Encourage efforts of professional programs and colleges to enhance academic quality and generate ties of mutual benefits to basic disciplines
- Support new initiatives to develop pioneering research and scholarship

### KPIs

Increase in Teaching and Learning Research Funding  
 Increase in MOUs with International Institutions  
 Increase Faculty Collaborative Research  
 Increase Faculty International Conference Attendance

### KPI Table

Key Performance Indicator	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Increase in Teaching and Learning Research Funding	10%	10%	10%	10%	10%
Increase MOUs with International Institutions	85%	86%	87%	88%	90%
Increase Faculty Collaborative Research	2%	4%	6%	8%	10%
Increase Faculty International Conference Attendance	10%	13%	14%	15%	17%

## Goal 5

Use the talents of our faculty, staff, and students to engage with the public in a broader context of service and idea exchange.

The proactive involvement of faculty, staff, and students can have a positive impact on the local, national, and regional communities we serve. Civic engagement recasts the UMS mission in broader and more inclusive terms.

### Objective 1

Make public engagement a distinctive feature of education at UMS. The University has a unique capacity to interweave public engagement with its educational programs for students. An integration of science with application of knowledge and its use for public good should be a distinguishing feature of education at UMS.

To achieve this, UMS plans to:

- Explore and assess how engaging the public can become an integral component of educational programs at UMS
- Strengthen the participation and leadership of faculty in public engagement programs available to students
- Ensure ease of awareness and access to public engagement opportunities
- Develop institutional mechanisms for coordinating off-campus learning opportunities

### Objective 2

Expand the University's public engagement with greater connectivity between programs and the community.

To achieve this, UMS plans to:

- Recognize and highlight public engagement by UMS members
- Develop mechanisms to promote all means of public engagement
- Achieve high satisfaction with efforts and progress from those who participate

### KPIs

- Satisfaction with UMS Outreach Efforts among Local and National Clients
- Satisfaction with UMS Outreach Efforts among Regional Clients
- Satisfaction with UMS Outreach Efforts among UMS Members

## KPI Table

Key Performance Indicator	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Satisfaction with UMS Outreach Efforts-Local and National Clients	75%	76%	77%	78%	80%
Satisfaction with UMS Outreach Efforts-Regional Clients	75%	76%	77%	78%	80%
Satisfaction with UMS Outreach Efforts-UMS Members	75%	76%	77%	78%	80%

## Goal 6

Provide a broad range of career development opportunities for the administrative staff.

Staff development is a critical component for virtually all UMS activities. UMS core values suggest the creation and maintenance of a workplace that provides respect, dignity, and fairness to all employees.

### Objective 1

Retain highly-qualified staff in valued positions to assure continuity as the University grows.

To achieve this, UMS plans to:

- Reward staff who assume additional duties and who continue to excel
- Define skills and talents needed to excel in certain key positions
- Identify career ladders and training opportunities for advancement
- Provide honest and accurate staff performance reviews

### Objective 2

Attract and retain a talented administrative staff.

To achieve this, UMS plans to:

- Ensure that effective procedures are in place for reviewing positions and assessing short lists of candidates
- Attract and retain diverse candidates
- Assign mentors for all new hires

### KPIs

Number of Staff Awards Given  
 Annual Staff Retention  
 Annual Staff Satisfaction

### KPI Table

Key Performance Indicator	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Number of Staff Awards Given	8	10	11	13	15
Staff Retention	73%	74%	75%	77%	80%
Staff Satisfaction	68%	70%	72%	74%	75%



## Goal 7

Manage existing University resources and infrastructure efficiently and effectively.

Organizational resources management is a key process that is crucial in fulfilling the University's mission.

### Objective 1

Establish standardized guidelines for managing organizational resources.

Guidelines assure smooth functioning of all operations at the University and reduce unnecessary cost resulting from delays or failure of critical equipment.

To achieve this, UMS plans to:

- Implement resource allocation strategies that enable and motivate actions to enhance academic development
- Define and assign responsibilities for effective operations in a decentralized academic environment
- Implement cost-effective investments in support systems and infrastructures that meet mission-based needs

### Objective 2

Promote a cost-effective Information Technology infrastructure.

To achieve this, UMS plans to:

Coordinate delivery of IT services that support the academic and research missions. Ensure that IT services fully support the access, security, and privacy needs of stored information.

### KPIs

- Ensure all critical programs have effective assessment procedures
- Carry-out internal audits of designated administrative units
- Solicit staff suggestions to help solve organizational problems
- Maintain acceptable PC-to-Student levels and other CAA-specified quantities related to faculty, staff, classrooms, and laboratories
- Adopt find-and-fix maintenance practices

## Action Plan

The following action plan summarizes the Goals, Objectives, Actions, and KPIs shown in the *UMS Strategic Plan 2016-2021*.

ACTION PLAN 2016-2021			
GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
<p><b>GOAL 1</b></p> <p>Increase student enrollments using an effective enrollment management plan.</p>	<p><b>Objective 1</b></p> <p>Establish an admission and recruiting program that targets a broad market of academically competitive applicants.</p>	<p>Devise and implement a focused and targeted recruitment plan</p> <p>Attract and retain the most capable students</p> <p>Work with schools to build a pool of students eligible to attend the university</p> <p>Develop and implement a strong relationship marketing plan</p> <p>Improve program delivery and communication, complemented by appropriate virtual learning environments</p>	<p>Annual New Enrollments</p> <p>Annual Student Retention Rate</p> <p>Annual Student Satisfaction-Program Courses</p> <p>Annual Increase-Geographically Diverse Students</p> <p>Annual Increase-Students Using Career Services</p> <p>Annual Students Participating in Exchange Programs</p> <p>Annual Increase-UMS Scholarships</p> <p>Number of Student-Related Activities</p>

	<p><i>Objective 2</i></p> <p>Improve recruitment and retention of students through enhancement of academic facilities, instructional technology and all service areas impacting the student experience.</p>	<p>Ensure that students have access to the full range of resources they need to succeed</p> <p>Establish advisory and career activities to better serve and retain students</p> <p>Establish student academic support services that will help students overcome any study weaknesses</p> <p>Develop and implement student exchange programs</p>	
	<p><i>Objective 3</i></p> <p>Review financial aid policies to enhance recruitment and retention.</p>	<p>Increase the University's endowment devoted to financial aid</p> <p>Increase student support from Government and non-government sources</p> <p>Expand work-study opportunities to support student financial needs</p>	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
<p><b>GOAL 2</b></p> <p>Continuously enhance academic program offerings to add greater value to the UAE education sector.</p>	<p><i>Objective 1</i></p> <p>Build and enhance key clusters of knowledge and expertise within and across academic departments that are identified by UMS academic council in response to emerging and demanding skill requirements in both private and public sectors and the wider UAE society.</p>	<p>Identify academic program development priorities and update the curriculum to match</p> <p>Establish dedicated committees at the college level to use an integrated approach to curriculum and program development</p> <p>Develop programs that demonstrate the greatest capacity to build on current strengths and achieve new heights in research and graduate education</p>	<p>Annual Course Improvements</p> <p>Assessment Data used to suggest program change</p> <p>Satisfaction with UMS performance among local and national constituents</p>
	<p><i>Objective 2</i></p> <p>Pioneer new and emerging areas of professional and graduate education that cross the boundaries of traditional disciplines</p>	<p>Monitor and analyze national and international trends in student choice and industry needs</p> <p>Engaging key employers and stakeholders in developing UMS academic programs</p> <p>Encourage faculty to engage with the public and industry stakeholders as part of their research agenda to identify future education requirements</p> <p>Promote and support new curriculum initiatives that develop emerging education needs</p>	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
		Foster faculty exchange and collaboration schemes with industry and other academic institutions	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
<p><b>GOAL 3</b></p> <p>Provide faculty development opportunities that expand professional horizons.</p>	<p><i>Objective 1</i></p> <p>There is a critical need to review the faculty ranks proactively. It is essential to keep abreast of and deal with intense competition for faculty, to reduce losses of valued faculty through enhanced retention efforts and to increase faculty diversity.</p>	<p>Emphasize a faculty recruitment strategy of building from the bottom—recruit new PhD’s over the next two years</p> <p>In strategically important areas, where a significant percentage of high quality faculty are close to retirement, pre-fill during the next 3-4 years</p> <p>Develop regular, systematic, and transparent mechanisms for allocating faculty positions across academic areas in order to strengthen select areas</p>	<p>Annual Increase in Professional Development Funding</p> <p>Annual Number of Faculty Hired</p> <p>Annual Faculty Retained</p> <p>Annual Number of Faculty Attrition</p> <p>Annual Number of Promotion-Related Complaints</p>
	<p><i>Objective 2</i></p> <p>Significantly increase the diversity of faculty through new hires and enhanced retention efforts. This objective is of high priority during the plan important in principle given core values of UMS and of significant educational value to students and programs.</p>	<p>Develop specific goals for gender and ethnic diversity of faculty in all departments and colleges that take account of available candidates and the importance of critical mass within departments</p> <p>Expand the pool from which UMS recruits faculty by broadly defining faculty positions wherever possible</p> <p>Ensure that colleges and departments give appropriate attention to diversity throughout the recruitment process</p>	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
		<p>Develop an efficient mechanism for monitoring progress of searches and retention based on international best practices</p>	
	<p><i>Objective 3</i></p> <p>Ensure Competitive Faculty Compensation</p> <p>UMS has invested substantial resources to raise average faculty salaries to a competitive level among its competitors and it cannot afford to lose grounds on this dimension.</p>	<p>Keep average faculty salaries at or above the median among peer universities</p> <p>Benchmark and regularly assess fringe benefits to ensure that these remain abreast of local and regional markets</p> <p>Assess and benchmark start-up packages and ongoing support for research</p>	
	<p><i>Objective 4</i></p> <p>Develop and Implement Policies to Retain Highly Valued Faculty</p> <p>The competitive environment within higher education in the UAE and the Gulf Region makes retention of outstanding faculty a critical issue and growing challenge. The most effective strategy is to ensure that highly valued faculty have a vibrant intellectual environment, excellent students (graduate and undergraduate), and the resources to achieve their professional goals and aspirations.</p>	<p>Enhance efforts to retain highly valued faculty and ensure that strong support for research, teaching, and public engagement is provided</p> <p>Make extraordinary efforts to retain highly valued, highly promising, and highly experienced faculty</p> <p>Be proactive in making sound offers to incumbent faculty addressing work-life issues (dual careers)</p> <p>Establish and implement a policy to recognize and reward deserving faculty</p>	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
<p><b>GOAL 4</b></p> <p>Expand research choices in all faculty disciplines that lead to creative and innovative teaching and learning practices.</p>	<p><i>Objective 1</i></p> <p>UMS is committed to raising the quality and stature of departments to a position of academic leadership. The University plans to provide support for research and creativity in a careful, strategic and cost-effective way.</p>	<p>Identify and support departments that have the potential to become national and regional research leaders</p> <p>Develop practical procedures to measure research quality and creativity</p> <p>Create strategic plans to achieve academic distinction in teaching and learning</p>	<p>Increase in Teaching and Learning Research Funding</p> <p>Increase in MOUs with International Institutions</p> <p>Gradually Increase Faculty Collaborative Research</p> <p>Gradually Increase Faculty International Conference Attendance</p>
	<p><i>Objective 2</i></p> <p>Build national and regional leadership in all academic programs offered at UMS</p>	<p>Develop new academic initiatives and advice on fields for strategic investment</p> <p>Encourage efforts of professional programs and colleges to enhance academic quality and generate ties of mutual benefit to basic disciplines</p> <p>Support new initiatives to develop pioneering research and scholarship</p>	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
<p><b>GOAL 5</b></p> <p>Use the talents of our faculty, staff, and students to engage with the public in a broader context of service and idea exchange.</p> <p>The proactive involvement of faculty, staff, and students can have a positive impact on the local, national, and regional communities we serve.</p> <p>Civic engagement recasts the UMS mission in broader and more inclusive terms.</p>	<p><i>Objective 1</i></p> <p>Make public engagement a distinctive feature of education at UMS.</p> <p>The University has a unique capacity to interweave public engagement with its educational programs for students. An integration of science with application of knowledge and its use for public good should be a distinguishing feature of education at UMS.</p>	<p>Explore and assess how engaging the public can become an integral component of educational programs at UMS</p> <p>Strengthen the participation and leadership of faculty in public engagement programs available to students</p> <p>Ensure ease of awareness and access to public engagement opportunities</p> <p>Develop institutional mechanisms for coordinating off-campus learning opportunities</p>	<p>Satisfaction with UMS Outreach Efforts among Local and National Clients</p> <p>Satisfaction with UMS Outreach Efforts among Regional Clients</p> <p>Satisfaction with UMS Outreach Efforts among UMS Members</p>
	<p><i>Objective 2</i></p> <p>Expand the University's public engagement with greater connectivity between programs and the community.</p>	<p>Recognize and highlight public engagement by UMS members</p> <p>Develop mechanisms to promote all means of public engagement</p> <p>Achieve high satisfaction with efforts and progress from those who participate</p>	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
<p><b>GOAL 6</b></p> <p>Provide a broad range of career development opportunities for the administrative staff.</p> <p>Staff development is a critical component for virtually all UMS activities. UMS core values suggest the creation and maintenance of a workplace that provides respect, dignity, and fairness to all employees.</p>	<p><i>Objective 1</i></p> <p>Retain highly-qualified staff in valued positions to assure continuity as the University grows.</p>	<p>Reward staff who assume additional duties and who continue to excel</p> <p>Define skills and talents needed to excel in certain key positions</p> <p>Identify career ladders and training opportunities for advancement</p> <p>Provide honest and accurate staff performance reviews</p>	<p>Number of Staff Awards Given</p> <p>Annual Staff Retention</p> <p>Annual Staff Satisfaction</p>
	<p><i>Objective 2</i></p> <p>Attract and retain a talented administrative staff.</p>	<p>Ensure that effective procedures are in place for reviewing positions and assessing short lists of candidates</p> <p>Attract and retain diverse candidates</p> <p>Assign mentors for all new hires</p>	

GOAL	OBJECTIVE	ACTION	KEY PERFORMANCE INDICATOR
<p><b>GOAL 7</b></p> <p>Manage existing University resources and infrastructure efficiently and effectively.</p> <p>Organizational resources management is a key process that is crucial in fulfilling the University's mission.</p>	<p><i>Objective 1</i></p> <p>Establish standardized guidelines for managing organizational resources.</p> <p>Guidelines assure smooth functioning of all operations at the University and reduce unnecessary cost resulting from delays or failure of critical equipment.</p>	<p>Implement resource allocation strategies that enable and motivate actions to enhance academic development</p> <p>Define and assign responsibilities for effective operations in a decentralized academic environment</p> <p>Implement cost-effective investments in support systems and infrastructures that meet mission-based needs</p>	<p>Ensure all critical programs have effective assessment procedures</p> <p>Carry-out internal audits of designated administrative units</p> <p>Solicit staff suggestions to help solve organizational problems</p> <p>Maintain acceptable PC-to-Student levels and other CAA-specified quantities related to faculty, staff, classrooms, and laboratories</p> <p>Adopt find-and-fix maintenance practices</p>
	<p><i>Objective 2</i></p> <p>Promote a cost-effective Information Technology infrastructure.</p>	<p>Coordinate delivery of IT services that support the academic and research missions</p> <p>Ensure that IT services fully support the access, security, and privacy needs of stored information</p>	