# Research, Innovation and Impact Strategy 2020-2025

At Abu Dhabi University we regard our faculty and students as a single community of scholars engaged in the pursuit of knowledge. Equally, as a proud UAE University, we want to make a difference to our national and regional economy and society through our research and innovation, and by also ensuring that our graduates are equipped with attributes and skills to become future leaders. For us therefore, research and teaching are mutually reinforcing and collaboration with industry and public services is a key component of our values.

The UAE is a relatively young country which recognizes the importance of investing in research and innovation to build a knowledge economy. Recently, there has been considerable enhancement of research through funding and infrastructure support. The federal Ministry of Education has announced a commitment to supporting research, innovation and entrepreneurship, and has introduced research as a key pillar in evaluating institutional performance. At the level of Abu Dhabi, we are delighted to see the establishment of the Abu Dhabi Research and Development Authority in 2019 to support research as a key catalyst for achieving Abu Dhabi Vision 2030 national strategic priorities. We welcome the significant investment in research and are committed to making a significant contribution to achieving national development goals.

Along with a number of other strategies and frameworks, this strategy supports the delivery of the University's Vision 2022 Strategic Plan and forms a key component of our Academic Success Framework. There are three explicit goals of this strategy which together address the overarching desire to contribute to the development of the UAE as a competitive knowledge economy:

- To improve the quality and impact of our research and thus enhance our research contribution and academic reputation. Partnership is central to this and includes collaboration between faculty and student researchers, and between our researchers and those from other local, regional and international academic institutions.
- To foster a culture where research, innovation and entrepreneurial thinking underpins and supports our pedagogy which goes beyond pedagogical research and scholarship to include institutional research which supports the University in its pursuit of constant improvement in all that we do.
- As a University committed to making a difference, collaboration with industry and societal institutions is central to our ethos and practice. We are therefore committed to collaborating with industrial and public sector partners to facilitate improvement in services, enhance productivity and in return seek their input to our work on research as well as teaching.

As a young University we have achieved much as demonstrated in our 27th place ranking in the Arab World (QS). This strategy is designed to help build on our success.

**Prof. Ashraf Khalil**
*Director of Research*

# VISION

To be an exemplary university with a culture of creativity and enquiry, recognized for producing the highest quality research and influencing policy and practice for the benefit of society and our globally connected economy.

# MISSION

To provide opportunities for students and faculty to engage in research activities that enrich the teaching and learning experience, and invest in our academic community to support research excellence and the delivery of an enquiry-based curriculum.
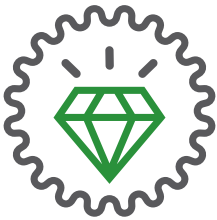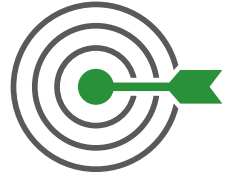
# VALUES

ADU's research strategy embodies the values of Excellence, Collaboration, Innovation, and Relevance. These values are supported and highlighted by our vision and mission, drive our strategic goals, and are in full alignment with the institutional values.

# OUR VALUES

### Excellence

We actively aim to produce the highest quality research to ensure impactful contributions to the knowledge-based economy of the UAE.

### Collaboration

We encourage and support research that involves scholars from across disciplines and connects the University with researchers across the nation and the globe.

### Innovative

We actively promote innovation through research that shapes and improves teaching and learning and promotes knowledge transfer within and outside the University.

### Relevance

We prioritize and support research relevant to the ADU community and the UAE national agenda, to benefit the University and the broader community.

# STRATEGIC GOALS

## 1. Enhance International Collaboration & Academic Reputation
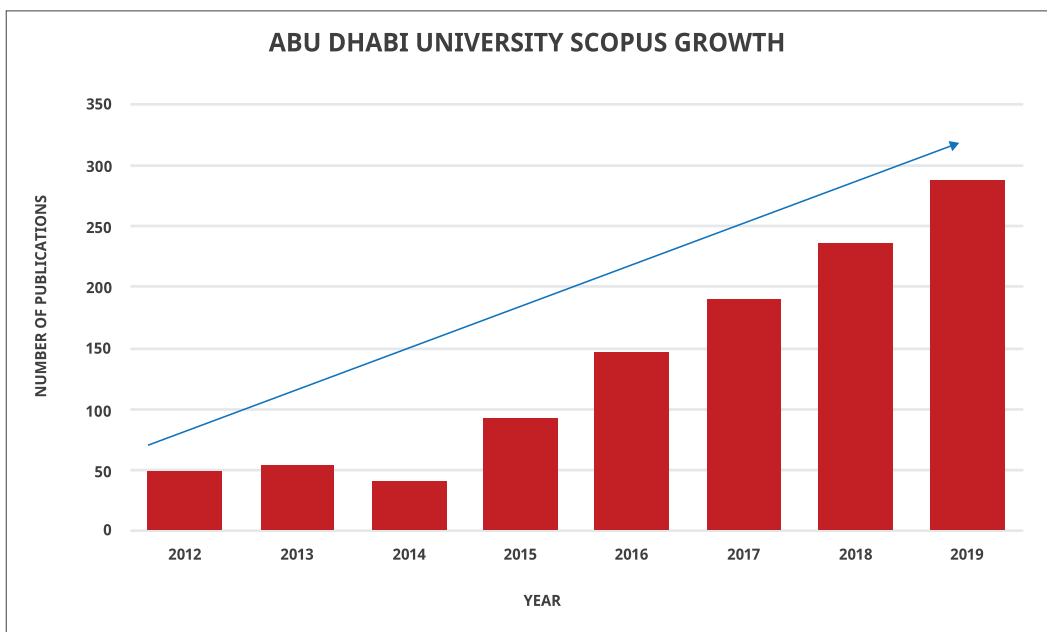
Improve the quality, quantity and impact of research through local and global strategic partnerships with leading universities. Enable two way exchange of faculty and student researchers with leading universities and research organizations.

## 2. Foster an Enquiry-Based Culture

Ensure that research informs our philosophy and practice of teaching, learning, assessment, student engagement and employability enhancement. Provide opportunities for students to engage in research, innovation and entrepreneurship activities to support the development of graduate attributes to enhance employability.

## 3. Connect with Industry and Society

Enhance collaboration and knowledge exchange with industry and public services to improve services, enhance productivity, support commercialization of research, develop entrepreneurship and ensure our programs are relevant to employers.

### ABU DHABI UNIVERSITY SCOPUS GROWTH

## Strategic Goal 1: Enhance International Collaboration & Academic Reputation

Improve the quality, quantity and impact of research through local and global strategic partnerships with leading universities. Enable two way exchange of faculty and student researchers with leading universities and research organizations.

| Enablers | KPIs Impacted |
|---|---|
| • Visiting Research Fellow<br>• Research Training for Faculty<br>• Quality Research Incentive Program<br>• International Collaborative Research Groups<br>• ADU Research Funding Programs<br>• Research Mentorship Program<br>• Academic Reputation Improvement Program<br>• External Research Funding Acquisition Program<br>• ORSP Research Awareness Program<br>• Faculty Development Framework | (+) QS Ranking<br>(+) Field weighted citation impact<br>(+) % of publications in the top 25% most cited journals<br>(+) % Scopus Q1 & Q2 publications<br>(+) Citations per faculty<br>(+) % of collaborative publications (QS)<br>(+) % collaboration publications from partnerships with top 200 universities<br>(+) External research income per faculty<br>(+) Publications per faculty<br>(+) QS academic reputation score<br>(+) Web impact (QS)<br>(+) Number of faculty exchanged with top 200 universities (inbound and outbound)<br>Number of staff affiliated with Virtual Research Institutes (spoke collaborator)<br>Number of new faculty appointments meeting research KPIs for rank |

**TOP 750 in the World***

**27 in the Arab World****

*QS World University Rankings

**QS Arab Region Rankings

## Strategic Goal 2: Create an Enquiry-Based Culture

Ensure that research informs our philosophy and practice of teaching, learning, assessment, student engagement and employability enhancement. Provide opportunities for students to engage in research, innovation and entrepreneurship activities to support the development of graduate attributes to enhance employability.

| Enablers | KPIs Impacted |
|---|---|
| <ul><li>Research Training for Students</li><li>UG research scholarship program</li><li>Quality Research Incentive Program</li><li>Learning through Research</li><li>International Collaborative Research Groups</li><li>Research Mentorship Project</li><li>External Research Funding Acquisition Program</li><li>Research Awareness Program</li><li>Publishing Support Services Program</li><li>Joint Degree Programs</li><li>Innovation Center Initiatives</li></ul> | (+) Student satisfaction<br>Hosting the Undergraduate Research Competition<br>Number of students involved in research projects<br>Number of students participating in external research competitions<br>Number of students participating in external innovation competitions<br>Number of guest speakers on innovation<br>Number of company visits by students<br>Number of publications from faculty and students<br>(+) Number of student exchanges with top 200 universities (inbound and outbound)<br>Number of joint degree programs with top 200 universities |

**% Publications in Scopus Quartiles 1 and 2**
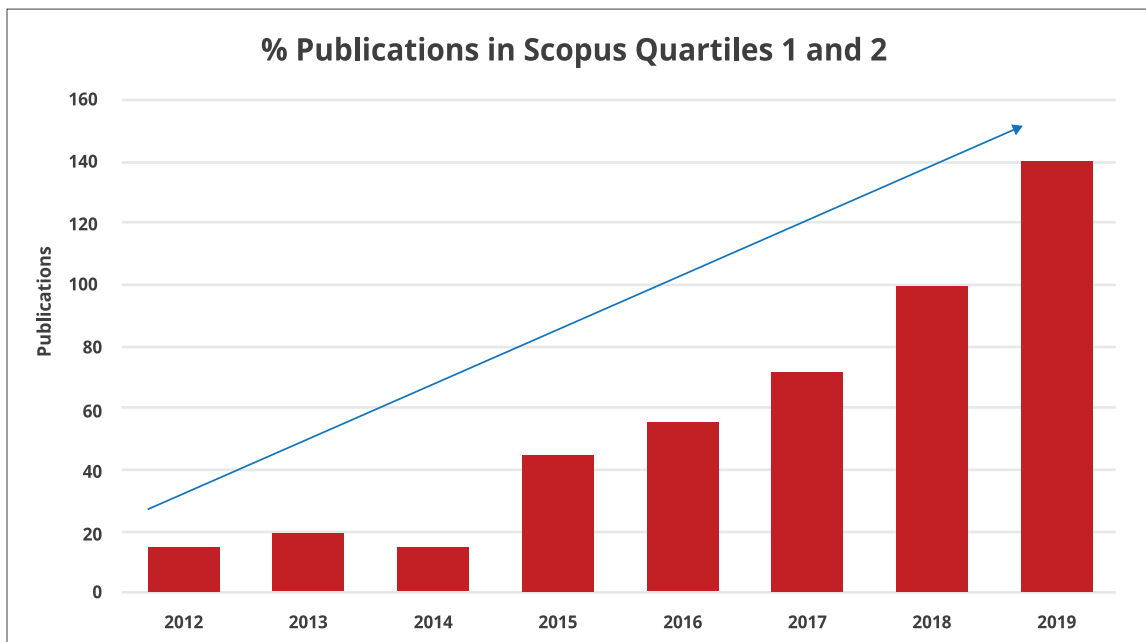
## Strategic Goal 3 : Connect with Industry and Society

Enhance collaboration and knowledge exchange with industry and public services to improve services, enhance productivity, support commercialization of research, develop entrepreneurship and ensure our programs are relevant to employers.

| Enablers | KPIs Impacted |
|---|---|
| <br>• Faculty Consulting Policy<br>• ORSP IP Support<br>• Innovation Center Initiatives<br>• ORSP Research Funding Programs<br>• Community Relations<br>• External Sponsorship<br>• External Research Funding Acquisition Program<br>• ORSP Research Awareness Program | (+) Number of patents awarded<br>(+) Number of patents filed<br>(+) Number of startup/spin-off firms<br>(+) Employer satisfaction<br>(+) Number of consulting contracts<br>Number of DBA Scopus publications<br>(+) Number of sponsored labs and equipment (e.g. mechanical engineering)<br>Sponsorship of ADU events and activities (e.g. Undergraduate Research Competition)<br>(+) Number of industry-sponsored research projects<br>Number of ADU-organized conferences and events |

## Implementing the Strategy

For strategies to succeed, they have to benefit their multiple stakeholders. This strategy is designed in consultation with our stakeholders and is intended to support our vision and mission and benefit our students, faculty and external partners, and enhance our institutional reputation. The strategy provides a framework to guide research activities and to clarify how we will achieve the University's research goals. The key performance indicators have been developed to be sufficiently flexible to allow Deans to develop College-specific action plans in consultation with the Provost and the Director of Research to ensure available resources are allocated efficiently and effectively with regard to achieving strategic priorities. College-specific strategies will be aligned to the institutional research strategy as well as the Academic Success Framework and the Faculty Development Framework. For faculty, criteria for appointment, appraisal and promotion will be consistent with this and other related strategies.

The strategy will be underpinned by a detailed action plan with 'smart' deliverables, selected from the extensive list provided in the strategy, to agreed timescales and budgets (where appropriate). This will be developed in consultation with Colleges and reflect College-level plans. The research and innovation action plans will follow the annual planning cycle and performance against agreed plans will be evaluated in appraisals.