

## UNIVERSITY STRATEGY AND GOVERNANCE COMMITTEE

The Strategy and Governance Committee serves in an advisory capacity to the Chancellor. As the supreme deliberative body of the University, its focus is strategic and aligned with the objectives and performance indicators of the institutional strategy. It oversees the work of other formal University Committees and assures that the committee function in support of the University's institutional strategy.

### Bylaws

[00. University Strategic and Governance Committee Bylaws.docx](#)

**Reference Number:** USGC/2025 - 02  
**Date:** Wednesday, October 22, 2025  
**Time:** 11:00 AM  
**To Be Chaired By:** Ghassan Aouad, Chancellor

Attendees				
Photo	Title	Full Name	Designation	
	Prof.	Ghassan Aouad	Chancellor (Chair)	
	Dr.	Hamad Odhabi	Vice Chancellor for Administrative and Financial Affairs	
	Dr.	Barry O'Mahony	Dean, College of Business	
	Prof.	Barry O'Mahony	Provost (Vice Chair)	
	Dr.	Mohammad Fteiha	Director, Campuses	
	Dr.	Anas Rawhi Najdawi		
	Dr.	Montasir Qasymeh	Associate Provost, Research and Academic Development	
	Prof.	Sherine Farouk		
	Dr.	Sreethi Nair	Dean, College of Arts and Sciences	
	Dr.	Jean Paul Arnaout		
	Dr.	Hamdi Sheibani	Dean, College of Engineering	
	Dr.	Raphael Heffron	Dean of College of Law	
	Dr.	Adel Salem ALLouzi	Director Military Programs	
	Dr.	Chakib Farhat	Dean, Student Affairs	
	Dr.	Mohammed Parakandi	Director, Academic Quality and Accreditation	
	Mr.	Bassam Murra	Executive Director Marketing, Enrollment and Registration	
	Mr.	Ibrahim Charles Louka	Director, Finance	
	Mr.	Stephen D Cunha	Director, Organizational Planning & Strategy	
	Ms.	Allison Hamilton	Director, TEGD	
	Mr.	Tarek El Araby	DATA Director	
	Mr.	Salem Aldhaheeri	Director, Community Relations	
	Dr.	Osama Mohamed	Faculty Representative	
	Dr.	Nisreen Alwan	Faculty Representative	
	Mr.	Zulfiqar Ali	Staff Representative	
	Ms.	Dana Ghazi Saleh	Staff Representative	
	Ms.	Violet Sarah Prince	Student Representative	

### Agenda

#### 1 Agenda Item

##### 1.1 Approval of Previous Minutes (New Business)

The previous minutes of meeting has been approved by the committee

##### 1.2 Updates on Academic Program Approvals and Accreditations (Old Business)

The university has made strong progress in program approvals and reaccreditations:

- 14 new programs approved since the last meeting; 3 more nearing final review (BA Film and Media, MA Digital Strategic Communication – Arabic, Genomics).
- 14 programs reaccredited in 2024-25; 12 more planned for this year.
- Two programs discontinued (Special Education, MSc Civil Engineering); MSc to be replaced by a Smart City Sustainability program.

- Moratorium/discontinuation process clarified: relaunching requires full re-approval.
- Program name changes (Biomedical, Mass Communication) underway to align with NAFIS standards.

**Dual and Joint Degree Programs:**

- No active submissions, despite a request for each college to submit two.
- Need to distinguish between "2+2" and true dual/joint degrees.
- Provost tasked to work with colleges, focusing on master's programs.
- WASC accreditation for dual degrees requires 20% more credits; this is pending resolution.

**Industry Collaboration & Microcredentials:**

- Industry collaboration in research projects (especially internal grants) is needed to improve low joint research metrics.
- Microcredentials proposed for all programs to boost engagement and meet accreditation standards.

**KPIs & Corrective Actions:**

- Corrective action plans needed for KPIs below target: dual degree submissions, student research participation (1.1%), and job offers post-internship (11% of graduates, 58% of respondents).
- New government collaborations for salary-based training for Emirati graduates are positive steps.
- An employability incubator is recommended to improve graduates' interview skills and professionalism.

**1.3 Research Output, Impact Metrics, and Funding Updates (Old Business)**

Research output and impact are rising, with 848 papers published so far this year (90% in Q1/Q2 journals, 73% in top 10% globally), but citation impact is highly concentrated in a few papers, posing risks to ranking sustainability. Field weighted citation impact (FWCI) is strong at 4.4, well above the global benchmark. Patent activity is robust: 8 patents granted last year; 24 filed this year (mostly US), with increased focus on Emirati patent citations. The university hosted 5 Scopus-indexed conferences and a record undergraduate research competition with 1,200 students from 77 universities. International research collaboration is below target; faculty are encouraged to diversify and increase joint publications, especially with countries where collaboration is low, to improve rankings.

**1.4 ADU Rankings and Achievements (Old Business)**

The university has achieved strong gains in global rankings—now in the top 250 (THE) and 391 (QS), exceeding Vision 2027 targets and leading the UAE in several subject areas. However, to maintain momentum, internationalization must accelerate, especially by expanding faculty and student mobility. Dedicated budget support is proposed for faculty exchanges, and a new policy offers 50% fee coverage to encourage student travel.

**1.5 Vision 2027 Overview: Key Points for the formulation plan (Board item) (New Business)**

The board received an update on performance against the Vision 2027 strategic plan. The university has already surpassed its original global ranking target (top 400), now ranking in the top 250 (THE) and 391 (QS), and is currently first among UAE universities in world rankings. The Vision 2027 framework is structured around four pillars: Student Success & Experience, PNL (Profit & Loss/Financials), Research & Innovation, and Sustainability. Each pillar has specific KPIs; while some areas are on track, several KPIs—particularly student retention, graduation rates, outbound faculty exchange, and sustainability—require further improvement and resource allocation. The board was reminded that strategic plan targets differ from individual scorecards, and ongoing alignment with the OBF (Outcomes-Based Funding) framework is necessary. Continuous audit and improvement were emphasized, especially for KPIs not yet on target.

**Summary of Key Points:**

- The university has exceeded Vision 2027 global ranking goals ahead of schedule.
- Progress is strong in some areas, but improvement is needed in student retention, graduation rates, outbound faculty exchange, and sustainability.
- The Vision 2027 plan is structured around four pillars, each with targeted KPIs.
- Ongoing monitoring, resource allocation, and alignment with national frameworks are essential for continued success.

**1.6 Global and Industry Engagement (Old Business)**

Internationalization efforts are strong in student and faculty mobility, but faculty exchange is limited by budget constraints; a proposal seeks funding for one faculty exchange per semester per college. Student mobility is also low, with a new policy offering 50% fee coverage to boost participation. Expanding partnerships beyond top 200 universities to top 300 or 400 is recommended to increase opportunities. The university is active in several international networks and is launching a new journal to enhance research visibility.

**1.7 Financial Health: Revenue vs. Target - Enrollment and Credit Hours (Old Business)**

The university exceeded its financial budget targets, with tuition revenue surpassing the budget by 13.3% and a projected year-end surplus of 7.8–8% (about 30 million AED). Undergraduate tuition remains the primary revenue driver, and the Dubai campus also exceeded financial targets. Despite strong revenue, most funds are allocated to hiring new faculty, campus renovations, and other growth needs, resulting in tight resource constraints. The number of sponsored students has grown significantly, boosting revenue confidence and reducing payment risk. A five-year financial forecast is being developed to assess sustainability after building completion. Efforts to diversify income streams include CSR initiatives, endowment revenue, lab rentals, event sponsorships, and exploring investment income.

**1.8 Financial Aid and Sponsorship Overview (New Business)**

The university exceeded its financial budget targets, with tuition revenue surpassing the budget by 13.3% and a projected year-end surplus of 7.8–8% (about 30 million AED). Undergraduate tuition remains the primary revenue driver, and the Dubai campus also exceeded financial targets. Despite strong revenue, most funds are allocated to hiring new faculty, campus renovations, and other growth needs, resulting in tight resource constraints. The number of sponsored students has grown significantly, boosting revenue confidence and reducing payment risk. A five-year financial forecast is being developed to assess sustainability after building completion. Efforts to diversify income streams include CSR initiatives, endowment revenue, lab rentals, event sponsorships, and exploring investment income.

**1.9 CRD - Institutional Funding Progress Report (Old Business)**

The university has made progress in securing funding, with strong performance in tuition revenue and diversification efforts (e.g., sponsorships, endowment, lab rentals, and events). Most new funds are allocated to faculty hiring and infrastructure, but further industry funding is needed to support growth.

**1.10 Student Experience and Satisfaction Report (Old Business)**

Student satisfaction is generally positive, with high scores in internship feedback and learning experience. Data collection on student experience is improving, but only 56% of internship feedback is captured; a new job portal is being developed to centralize and improve data collection. Employability and integration of employability skills into the curriculum remain areas for improvement.

**1.11 Faculty Hiring Status (Old Business)**

Faculty recruitment is on track, with 53 new hires in the past year and growth in visiting faculty. Some colleges have filled all positions, while others (e.g., Business) still face shortages. The zero-offer load policy is being revised, and additional hires are pending Finance Committee approval.

**1.12 Risk Management: Observations and Mitigation Status (Old Business)**


Most risk mitigations are effective; two new risks were added: (1) growth in enrollment not matched by facilities/resources, and (2) ensuring sustainability of branch campuses. Ongoing monitoring and tracking of these risks are required.

**1 For information**


**1.9 Dubai Campus Growth: Challenges and Action Plan (New Business)**

Dubai campus has exceeded financial targets, but growth is limited by a focus on postgraduate programs. Market analysis shows strong demand for undergraduate programs (70% of Dubai students are undergraduates). Plans are underway to launch new undergraduate programs (e.g., AI, Business Technology, Engineering), pending board approval.

**Actions**


Topic	Action
Updates on Academic Program Approvals and Accreditations	Dual & Joint Degrees: Each college must submit at least two dual/joint degree proposals; provost to coordinate and resolve credit requirements.
Responsible Personnel	 Mohammed Parakandi
Due Date	Action Type      Action Status

**Topic** **Action**  
Updates on Academic Program Approvals and Accreditations Program Discontinuation & Launch: Replace discontinued MSc Civil Engineering with Smart City Sustainability and follow clarified re-approval process for relaunches.

**Responsible Personnel**  
 Mohammed Parakandi


**Due Date**  **Action Type**  **Action Status**

**Topic** **Action**  
Updates on Academic Program Approvals and Accreditations Program Name Changes: Complete renaming of Biomedical and Mass Communication programs to meet NAFIS standards.

**Responsible Personnel**  
 Mohammed Parakandi


**Due Date**  **Action Type**  **Action Status**

**Topic** **Action**  
Updates on Academic Program Approvals and Accreditations KPIs & Employability: Develop corrective actions for low dual degree submissions, student research participation, and job offers; launch employability incubator and leverage new government training collaborations.

**Responsible Personnel**  
 Mohammed Parakandi

**Due Date**  **Action Type**  **Action Status**

**Topic** **Action**  
Research Output, Impact Metrics, and Funding Updates To sustain research performance and rankings, the university should broaden the impact of its research output beyond a few highly cited papers, increase international research collaborations—especially with underrepresented countries—and continue strengthening patent activity with a focus on Emirati patents, while incentivizing faculty to diversify partnerships and enhance research metrics.

**Responsible Personnel**  
 Montasir Qasymeh

**Due Date**  **Action Type**  **Action Status**