



جامعة أبوظبي
Abu Dhabi University

2024-2025 Annual Report



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Executive Summary

The 2024–25 academic year marked a period of significant progress across all strategic priorities: reputation, enrolment, research, and global engagement. Building on established strengths, the University advanced its position in international rankings, expanded its portfolio of future-focused academic programs, and deepened its partnerships with leading institutions, industries, and communities.

Strategic emphasis was placed on strengthening international collaborations, enhancing research quality, and broadening opportunities for faculty and student exchange. These initiatives extended the University's global reach and reinforced its role as a regional hub for knowledge creation, innovation, and cross-cultural dialogue.

At the academic level, efforts focused on aligning programs with evolving market needs and global trends, ensuring that graduates are equipped with the competencies and mindset required for a dynamic and technology-driven world. Faculty development, interdisciplinary research, and student-centered learning remained at the heart of our academic mission, further strengthening our reputation for excellence.

Institutionally, the University continued to uphold the highest standards of compliance and accountability, maintaining strong alignment with national accreditation and quality assurance frameworks. Across all areas, a shared commitment to excellence, collaboration, and impact defined our progress this year.

Looking ahead, the University is focused on sustaining this momentum by further elevating its academic offerings, deepening international partnerships, accelerating research output, and expanding its influence as a global learning destination. Our ambition remains clear: to build a university recognized not only for its rankings but for the meaningful contributions it makes to students, society, the region and the world.

Following are some of the key achievements of the 2024-25 academic year:

Global standing: The University ranked in the top 201-250 in the THE World University Rankings and improved 110 places in the QS World University Rankings to reach 391. Subject rankings expanded in both THE (Computer Science; Social Sciences) and QS (Engineering & Technology; Law). The MBA program was ranked in the QS Global MBA top 200, and the College of Business was recognized among the Top 20 in Bloomberg's list of Best Business Schools in Europe and the Middle East.

Enrollment growth: Record enrollment growth continued throughout the year, reaffirming the University's sustained upward momentum. Abu Dhabi University achieved its highest overall undergraduate enrollment to date, both in new admissions and total student numbers, with every college attaining its strongest performance yet. The Abu Dhabi, Al Ain, and Dubai campuses each reflected this progress, highlighting the University's expanding reach and growing prominence across all locations.

Research and Innovation: The year also marked strong progress in advancing the university's research and innovation agenda, highlighted by significant growth in Scopus-indexed and Q1 publications, the appointment

of new leadership across research centers, and the expansion of ADU Innovate (ADUi) as a hub for entrepreneurial and applied research initiatives. The university also recorded a notable increase in patents and industry collaborations, translating research outcomes into practical, real-world solutions with measurable impact.

New Future-Focused Academic Programs: Abu Dhabi University expanded its academic portfolio in 2024–25 with 19 new programs across priority sectors, including 6 undergraduate, 9 postgraduate, and 4 doctoral degrees. These programs attracted over 800 students in Fall 2025-26, contributing approximately 9 percent to total enrollment and reflecting strong demand for specialized and industry-relevant education. The portfolio includes disciplines in Artificial Intelligence, Cybersecurity, Renewable Energy, FinTech, Clinical Psychology, and Digital Communication, positioning ADU at the forefront of workforce-ready education. This expansion supports the University's long-term growth strategy, enhances its competitiveness in regional and global markets, and directly aligns with the UAE's vision for a knowledge-based, innovation-driven economy.

Expanding Global Reach and Strategic Partnerships: Abu Dhabi University strengthened its global influence in 2024–25 through strategic alliances and high-profile international representation. The University expanded to 142 global partnerships, including 14 with top 200 institutions, and was selected by the Association of Arab Universities to represent the UAE at the China–Arab Consortium meeting in Shanghai and join the “10+10 China–Arab Program.” These milestones, alongside growing participation in networks such as BRICS, SUSAN, and EURAS, positioned ADU as a leading regional voice in global higher education and a key contributor to the UAE's vision for innovation, diplomacy, and competitiveness.

Digital Transformation and Operational Excellence: Abu Dhabi University advanced its digital transformation in 2024–25, focusing on automation, operational efficiency, artificial intelligence, and financial sustainability. Major achievements included the implementation of Salesforce Education and Marketing Clouds, the launch of QlikSense Cloud for analytics, and wider use of AI through platforms such as SmartHire, AI Curriculum Management, and Explorance MLY. Lowcode solutions improved HR, vendor, and student services, while infrastructure and cybersecurity were strengthened through Microsoft Teams Phone, AI firewalls, and data center upgrades. These initiatives enhanced institutional agility and delivered significant cost savings, positioning ADU as a technology-driven and forward-looking university.

Sustainable campus solutions: In 2024–25, Abu Dhabi University strengthened its sustainability agenda through the restructuring of the Business Support and Facilities Department into the Sustainability Advancement and Integrated Facilities (SAIF) Department, creating dedicated leadership in environmental management and GHG accounting. SAIF initiatives delivered measurable results, including the Green Fleet program, efficiency upgrades such as LED retrofits and high-efficiency water systems, and pilot collaborations with E& on EV charging and solar PV projects. These initiatives advanced operational excellence and aligned the University with the UAE's sustainability and net-zero vision.

Accreditations and Quality Assurance: The university achieved significant milestones in international accreditation during the year. The Bachelor of Architecture program successfully completed its RIBA reaccreditation, securing approval through September 2029, reaffirming the program's global standards in

design education. Similarly, the College of Business attained AACSB reaccreditation, valid until 2030, underscoring our continued commitment to excellence, quality, and global recognition in business education.

Key priorities for 2025–26:

- Institutional relicensure and compliance under the new MOHESR-CAA OBEF framework
- Growth in postgraduate and international student enrollment, with focus on Dubai Campus
- Structured industry engagement and innovation partnerships for revenue generation
- Increase in high-impact research publications, patents, and UAE Research Map participation
- Strengthening graduate employability and alumni engagement
- Advancement in global rankings and international accreditations, including AMBA
- Implementation of the AI strategy to enhance learning and operations
- Execution of a two-year infrastructure and space optimization plan
- Expansion of digital visibility and social media presence
- Faculty recruitment, development, and Advance HE certifications



Abu Dhabi University جامعة أبوظبي



Professor Ghassan Aouad,
PhD, PPCIOB, FCIQB, FHEA
Chancellor

Chancellor's Introduction

It is with great pride that I present Abu Dhabi University's 2024–25 Annual Report to the esteemed Board of Directors. This report reflects a year of meaningful advancement across all strategic pillars, including teaching and learning, research and innovation, and student success and experience.

The past year was marked by remarkable achievements that reinforced the University's standing as one of the region's leading institutions of higher education.

Abu Dhabi University continues to distinguish itself through academic rigor, innovative research, and a growing global presence that reflects the ambitions of the United Arab Emirates. In alignment with UAE Vision 2031, the University remains committed to advancing a knowledge-based economy by fostering talent, promoting innovation, and preparing graduates to contribute meaningfully to the nation's sustainable growth and global competitiveness.

Research and innovation continued to thrive as defining strengths of Abu Dhabi University. Our faculty's scholarly output reached new heights, supported by a steady increase in high-impact publications and international collaborations. The University continued to enhance its research infrastructure, broaden its global partnerships, and encourage interdisciplinary inquiry that addresses real-world challenges and contributes to the nation's scientific and technological advancement.

Student success remained at the core of our mission. Enrollment reached unprecedented levels, reflecting growing international diversity and the appeal of our high-quality programs. Faculty and staff sustained an unwavering commitment to academic rigor, mentorship, and the cultivation of an environment that nurtures curiosity, creativity, and leadership.

Our progress was also supported by a continued focus on digital transformation and operational excellence. The adoption of intelligent data systems and process automation strengthened efficiency, transparency, and institutional agility. We maintained full compliance with national accreditation standards and continued preparation for the forthcoming institutional re-licensure with the Ministry of Education.

Beyond our campuses, the University deepened its engagement with the wider community through impactful events, international conferences, and knowledge-sharing initiatives that reinforce our role as a catalyst for learning and development. These efforts directly support the nation's goals of fostering innovation, inclusivity, and global collaboration.

As we look to the future, Abu Dhabi University stands poised to build on its strong momentum. Guided by the UAE's vision for a prosperous and knowledge-driven society, our path forward is defined by a shared commitment to excellence, innovation, and impact. Our ambition is to shape an institution recognized not only for its academic distinction but also for its enduring contribution to research, innovation, and the advancement of humanity.

I would like to express my sincere appreciation to His Excellency Dr. Ali, Chairman of the Board of Directors, for his steadfast leadership, vision, and unwavering support. I also extend my deepest gratitude to the Board of Directors for their continued guidance, trust, and dedication in advancing Abu Dhabi University's mission. Their collective insight and commitment have been instrumental in driving our progress and inspiring our community of faculty, staff, and students to reach new levels of excellence. Together, we look forward to another promising year filled with new opportunities and continued success as we strengthen Abu Dhabi University's role as a leader in higher education in the UAE and beyond.

Sincerely,

Professor Ghassan Aouad, PhD, PPCIOB, FCIIOB, FHEA Chancellor

Institutional Performance

International Rankings

ADU concluded another year with strong successes in university rankings and reputation optimization. We achieved significant results and measurable improvements across various versions of the international rankings issued by both **Times Higher Education (THE)** and **Quacquarelli Symonds (QS)**, with first time entries in additional international rankings platforms.

Times Higher Education (THE)

THE World University Rankings

ADU achieved a significant milestone being ranked in the elite global top 250 universities. This historic placement reflects noteworthy and balanced performance across core criteria, including both teaching and research excellence.



- 1st in UAE for Teaching Pillar
- 1st best university in the UAE overall, 1st private university in the UAE
- 2nd in UAE for Research Environment and Research Quality
- 4th in UAE for International Outlook

THE Subject Rankings

- Business and Economic subjects achieved its global ranking of **62**, and ranked 1st in UAE
- Engineering subjects achieved a global ranking of **top 400**, and ranked jointly 5th in UAE
- Ranked for the first time in two subjects:
- Computer Science achieved a **top 400** global ranking, and ranked jointly 4th in UAE
- Social Sciences achieved a global ranking of **top 300**, and ranked jointly 1st in UAE



THE Arab Rankings

ADU was ranked **14th** in the region, and ranked **4th** in the UAE.



THE Impact Rankings

- ADU was ranked **top 600** globally, and **jointly 7th** in the UAE.

THE Interdisciplinary Science Rankings

ADU was ranked **top 300** globally, and ranked **jointly 3rd** in the UAE.

In addition, ADU achieved the following across multiple THE rankings:



- **1st** in the UAE in the **THE Global Employability University Ranking**, **3rd** in the Arab World and **174th** globally
- **1st** in UAE and Arab Region, **5th** globally in the **THE Most International Universities**
- **3rd** in the UAE, **6th** in the Arab World and **70th** globally for the **THE Asia University Rankings**



QS Rankings



QS World University Rankings

ADU has achieved a global ranking of **391**, rising 110 places from the previous cycle.



QS Subject Rankings

- Business & Management studies achieved a **top 250** ranking globally and **1st** in the UAE
- Accounting & Finance achieved a **top 250** ranking globally and **1st** in UAE
- Social Sciences & Management achieved **178** ranking globally and **1st** in the UAE
- Mechanical, Aeronautical and Manufacturing, ranked **top 500** and **5th** in the UAE
- For Computer Science, ranked **top 650** globally and **9th** in the UAE
- **New subject areas** ranked included:
 - Broad subject area - Engineering & Technology ranked **386** globally, **6th** in UAE
 - Narrow subject area – Law ranked **top 300** globally, **1st** in UAE



QS Global MBA Rankings

ADU secured **top 200** globally, **7th** in the Middle East and Africa region and **2nd** in UAE.



QS Arab Region

ADU was ranked **11th** in the Arab Region and **4th** in UAE.

Other Rankings and Competitions



Shanghai Global Ranking of Academic Subjects

In its inaugural ranking, ADU secured a global rank of **top 300** for Business Administration and **top 500** for Management discipline.



Webometrics World Web Rankings of Universities

ADU achieved the global ranking being placed **2,122** in July 2025 and **10th** in UAE.



UI GreenMetric Rankings

ADU secured a global rank of **344** and **2nd** in UAE, rising 15 places.



THE Awards Arab World

- Won the best '**Teaching and Learning Strategy of the Year**' and '**Leadership and Management Team of the Year**' awards
- ADU was shortlisted in **6** out of **12** categories applied



QS Reimagine Education Awards

College of Engineering won the Categorical Bronze Award (**3rd** place) in the AI in Education category for the project AI4All: AI-Powered Reimagination of AI as a Universal Early Skill with COE faculty supervision.



Reputation Optimization Program



The Reputation Optimization Program (ROP) maintained strong momentum in 2024-25, reinforcing ADU's global standing as a worldclass university. This program is instrumental in driving noteworthy improvements across various university and subject-area rankings. Governed by five key pillars (see graphic), the ROP's core objectives are clear: to strengthen global academic and employer reputation and engagement, optimize website content, enhance our program portfolio, and measurably boost research outcomes, partnerships, and patents.

Global Engagement and Industry Engagement Programs

Global Engagement Program (GEP): The ADU GEP, launched in 2022 has grown significantly, now connecting over 5,000 academics and scholars from 130 countries—up from just 30 countries at the time of launch. Since 2024, a growth of 55% reflects the program's increasing global footprint and its role in fostering international academic and research collaboration. A key initiative under GEP, the Global Brown Bag Seminar Series (GBBSS), has hosted over 60 international seminars since 2022, attracting more than 4,000 attendees worldwide. In 2024 alone, the program hosted 15 seminars, drawing over 40% higher attendance compared to previous years. Through these efforts, the program continues to facilitate impactful knowledge exchange and cross-cultural engagement on a global scale.

The Industry Engagement Program network has grown now to over 2,500 contacts, with more than 20% increase in new members. The Employability and Alumni Relations Office drove significant engagement in this area enriching the ADU employer database with over 400 records. Key engagement initiatives also include the ADU Community Card for Employers, and hosting the annual Employer Excellence Forum 2025 deepening strategic partnerships.

Online Visibility and Reach

Our overall online visibility and reach have been significantly advanced by engagement on key digital channels. As a benchmark of our success, the university's main account on the LinkedIn platform is a market leader among national universities, reaching nearly 260,000 followers amassing 23,000+ since last academic year. The high volume and sustained growth of this channel underscore our ability to stand out and making a mark digitally while efficiently delivering the ADU narrative to a broad, international academic and professional audience.

The Chancellor also leads by example in this area and some statistics from his LinkedIn showcasing his online engagement and visibility in LinkedIn platform from the time of his assumption of role of Chancellor in January 2023:

Total posts:	1,362	Total followers:	33,665
Total impressions:	10,434,397	Total likes:	312,373
Total comments:	40,146	Total reposts:	12,030

In addition, the colleges and many of the administrative units also have their own individual accounts to promote their news, activities, events and achievements through the year which the online community and our stakeholders well informed. Furthermore, many faculty and staff also promote their own individual updates to showcase their good work and contribute in reposting content to their own networks to extend outreach.

This expanding outreach has enabled a robust and effective means of communication spreading awareness and creating a strong credibility with all our constituents and the general community.

Research and Innovation

ADU Innovate (ADUi) - Where Innovation Meets Industry

ADUi drives a strong culture of innovation and entrepreneurship at Abu Dhabi University. Through its Sustainable Venture Development Lab and Innovation Center, ADUi provides platforms for startups, SMEs, and industry partners to collaborate, commercialize, and create impactful solutions. ADUi's strategy positions Abu Dhabi University as a leading hub for technology transfer and entrepreneurial growth in the UAE, connecting academia, industry, and government through world-class programs and partnerships.

Commercialized Startups & Projects

ADUi nurtured a portfolio of innovative projects that have matured into the commercialization stage, reflecting the university's commitment to turning ideas into impactful market-ready solutions. These projects were also showcased at the Make it in the Emirates (MIITE) Forum 2025 as examples of applied innovation.

- Graphene Oil Absorption Technology – Jointly developed with Inovartic (UAE) and SLINTEC (Sri Lanka), piloted with Al Masood Energy, and showcased at MIITE 2025 as a UAE flagship industrial innovation.
- Crowd-Sourced Fault Data Collection – Industrial applications at Emirates Global Aluminium
- Smart Pipes – Robotic pipeline inspection and assessment solution
- AI-Powered Wellness – Personalized dietary support for chronic disease management
- Tanaffas – Behaviour-tracking and recommendation system for sustainable living
- TransOphtha – AI-enabled portable retinal scanner

Competition Recognition

ADUi-led innovations have earned national distinction, winning awards in the Department of Health (DoH) Innovation Challenge and the Sandoq Al Watan Innovation Competition.

Flagship Collaborations

Strategic collaborations with regional and international partners listed below form the backbone of ADUi's innovation ecosystem, enabling the translation of research into industrial and commercial impact

- Graphene Oil Absorption Technology also mentioned above representing ADUi's role in building cross-border industrial solutions that directly address sustainability challenges
- Inovartic (UAE): Technology transfer, AI, and cybersecurity ventures
- TMC2 (UK): Pathways for commercialization and joint venture building
- SLINTEC (Sri Lanka): Advanced materials and sustainability R&D
- Hub71 (UAE): MoU signed to foster startups in Healthcare, AgriTech, and AI

Ecosystem Engagement & Events

By hosting and participating in high-impact events, ADUi creates platforms for knowledge exchange, ecosystem collaboration, and showcasing innovation.

- G20 Maylis Networking Session
- Innovation & Entrepreneurship Sessions with Professor Lars Kolind
- Leadership School Executive Programs on innovation and leadership development
- MIITE 2025 Forum – ADUi showcased five commercialization-stage projects, led by the Graphene Oil Absorption Technology, alongside NodeBook, PipeGuard Falcon, Estidama+, and AI-Powered Wellness



Research and Innovation

Research Output

Growth in Scopus-indexed Publications

Our performance in research publications continues to grow in both quantity and quality. In the calendar year 2024, ADU achieved a total of 811 scholarly publications, with 508 journal articles published in the top quartile (Q1), recording a 30% growth in publications over last year, and a 25% growth in Q1 publications.

Calendar year 2025 already looks promising to mark greater milestones of significance, with total publications reaching 750 in the third quarter. This reflects high levels of research productivity and quality that align with those of a research-intensive university.

Notably, 14 ADU professors were recognized on the Stanford/Elsevier list of the top 2% of most-cited scientists, recording more than 25% increase in university's representation from last year.

The university has also secured significant external funding during 2024–2025 through strategic partnerships and collaborative research initiatives with organizations including Al Saqer, Mubadala, Liwa University, Zayed Higher Organization, the RDI Grant program, the International Conference on Global Sustainable Development (ICGSD), and Abu Dhabi Municipality. These contributions demonstrate the university's growing success in attracting external support for research, innovation, and collaborative initiatives.

Our commitment to global research excellence is evident through newly secured joint research grants with world-class international partners. For the 2024-2025 period, we successfully launched seven major collaborative projects, including three grants with Canada's McMaster University and four grants with the University of Technology Sydney (UTS) in Australia representing a significant step toward driving innovative research and deepening our academic relationships across the globe.

Figure 1. ADU SCOPUS Publications

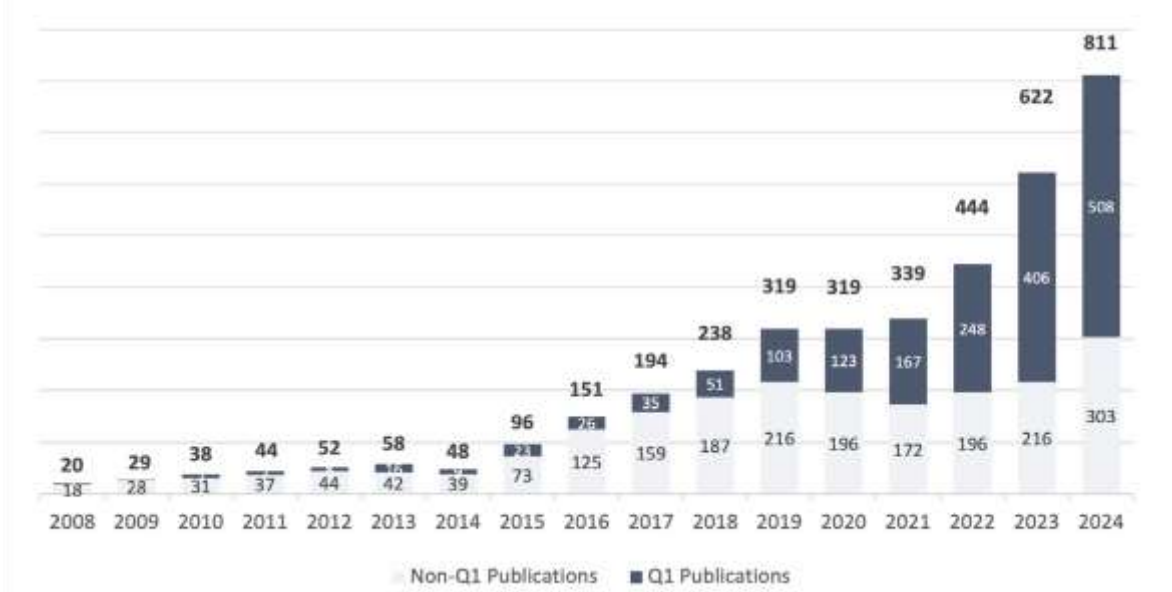
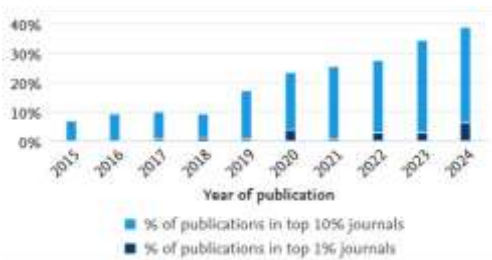


Figure 2. Publications in the top 1% and 10%



Papers in the top 1% globally increased from 2.7% in 2023 to 6.3% in 2024, while publications in the top 10% of journals rose from 34.5% (2023) to 39.1% (2024). Furthermore, the university's Field-Weighted Citation Impact (FWCI) advanced significantly from 2.78 in 2023 to 8.4 in 2024, underscoring the rising global influence and impact of ADU's research output.

New Research Centers

ADU Cancer Research Institute (ADU-CRI)

The ADU-CRI was announced by the Chancellor in April 2025 with an aim to serve as a national and international collaborative institute, that unites clinical expertise and biomedical researchers as a global interdisciplinary team; for advancing translational cancer research for personalized cancer care in the UAE.

ADU-CRI has identified its KPIs which includes: a) Securing external and Internal funds with clear milestones and outcomes b) Engage regulatory bodies (DOH) and pharmaceutical partners to initiate clinical studies and trials c) Produce high quality publications in Q1 indexed journals d) Organize national/international conferences and expert talks with renowned cancer researchers e) Introduce a national/international student cancer research program for knowledge sharing and technology transfer.

Research and Innovation

With ADU-CRI currently being in inception stage; as a first step to meet the KPIs, the ADU-CRI director has identified five research divisions for the Institute which includes a) Division of genomics and bioinformatics research b) Division of biomarker research c) Division of drug discovery and development research d) Division of biosensors and bioengineering e) Division of Cancer Awareness and Public Health Research. Each division will work in teams comprising of ADU faculty, national and International Scientists and Clinical members making the ADU-CRI teams highly impactful and collaborative translational research teams. To increase visibility for attracting collaboration and funding opportunities, a designated website is being developed through ADU IT team. Furthermore, a designated LinkedIn page for the Institute will be live soon.

The Institute has already acquired funding from external sources and started work on clinical research with Burjeel Cancer Institute. Moreover, the Institute is engaged with DOH and international partners for grant applications and publications.

Research Institute on AI & Emerging Technologies (RIAET)

The Research Institute for AI and Emerging Technology (RIAET) has led an impressive portfolio of initiatives that span 7 internal AI-driven development projects, 6 national and international competition participations, 5 exhibition showcases, including MIITE, 6 conference engagements, 5 major research proposals, and 2 major event organizations.

RIAET's excellence in educational innovation was recognized globally when it won 3rd place in the prestigious QS Reimagine Education Awards (AI in Education category). In terms of research output, the center produced 80 publications—approximately 50% of which appeared in Q1 journals, with the remainder in Q2 and high H-index conferences. Additionally, it published a significant study in partnership with UNESCO and the UAE Ministry of Education titled "AI in the United Arab Emirates' computing, creative design and innovation K-12 curriculum: a case study." RIAET also secured competitive research funding from Mubadala to support long-term innovation efforts. The amount has since then been slashed post-signing due to restructuring and budget cuts at Mubadala, the RIAET began to secure alternative funding from other partners like Al Dhafra Hospitals, Al-Ain Farms, and the EGA with initial success of 60k and counting.

These achievements and ongoing collaborations with organizations such as Dubai Ports and Burjeel Hospital highlight the institute's critical role in driving AI research, education, and realworld impact across the UAE. The RIAET has began extending its support to Liwa University and increasing productivity output both through mutual grants and collaborations. The RIAET is developing with BSF a system for tracking assets, support marketing in increasing web content for web-based ranking, and the Provost's office is precise tracking of productivity and impact using in-house developed AI-powered solutions. The RIAET AI-powered website is also completed and handed over to DATA for integration.

Research Institute for Sustainable Futures (RISF)

Our commitment to sustainability and corporate responsibility has been strongly supported through securing key competitive grants. We were awarded funds from UAE-Majra to develop a critical series of ten new sustainability courses. These programs are specifically designed to upskill and serve both the private and

public sectors across the UAE. Additionally, we secured funds for the Impact Seal Assessment project. This vital funding will support our ability to conduct rigorous Environmental, Social, and Governance (ESG) evaluations for corporations, reinforcing our role in promoting responsible business practices.

To maximize our research potential, we formalized our internal structure around five core research themes. This initiative was coupled with the strategic appointment of 18 Research Fellows drawn from diverse academic disciplines. By establishing these clear themes and appointing dedicated, multidisciplinary Fellows, we are actively strengthening collaboration, breaking down silos, and ensuring our research efforts are focused and synergistic.

We actively engaged with a broad spectrum of key entities, including the Department of Health (DoH), Department of Municipalities and Transport (DMT), Environment Agency - Abu Dhabi (EAD), Abu Dhabi Securities Global (ADSG), and Abu Dhabi Global Market (ADGM). Our outreach also extended to innovation hubs like the Dubai Future Foundation and Hub71, as well as technology leaders such as Yahsat and G42.

We significantly boosted our global visibility and influence by representing the university at key events like ADIPEC 2024 and the Khalifa University Sustainability Symposium. Furthermore, we successfully organized the ADSG Roundtable Seminar and contributed valuable insights to the CAA's Sustainability in Higher Education event, underscoring our leadership in critical industry and academic dialogues.

Our flagship event, the ADU Sustainability Forum in February 2025, was a resounding success, convening over 150 local and international public and private sector leaders. The Forum generated critical discussion focused on embedding ESG (Environmental, Social, and Governance) into core business strategy and defining the vital role of higher education in driving sustainability. This high profile event significantly strengthened ADU's visibility and cemented our Research, Innovation, and Sustainability Framework (RISF) as a trusted partner for impactful academia-industry collaboration.

Patents

Over the past year, 3 patents were issued bringing the university's record to 32 patents. As of date, 85 patents have been filed, 13 of them filed this year, with 7 currently in the drafting stage.

This progress, evidenced by our recent patent achievements, clearly underscores ADU's commitment to mobilizing our research and innovation for practical application and economic impact. These patents directly contribute to the UAE's vision for a knowledge-based economy by generating intellectual property. Furthermore, successfully converting our research into patented technology will positively impact the relevant within the regulatory and rankings frameworks.

Research and Innovation



Undergraduate Research and Innovation Competition (URIC)



The 12th URIC competition attracted around 650 submissions from 105 universities from 14 countries, and 96 faculty judges from the GCC and MENA regions. It involved 32 sessions across 27 academic disciplines exhibiting a wide coverage and interdisciplinarity of the competition which also featured a Startup & Gaming Showcase. The event also included over 150 student presentations and project evaluations.

The competition served as a truly dynamic platform for young innovators across the region, successfully engaging around 1,200 student participants. This massive turnout transformed the event into a vibrant hub of creativity, where students were able to confidently showcase their groundbreaking ideas, gain valuable feedback, and compete for top honors, establishing it as a premier event for fostering the next generation of entrepreneurs and problem-solvers.

Internationalization and Global Mobility

Expanding Global Engagement and Knowledge Exchange

Global Engagement Program (GEP) experienced a remarkable 25% increase in participation, surpassing 5,000 active members. This vibrant community facilitated cross-border academic collaboration and knowledge sharing. In addition, 10 Global Brown Bag Webinars were hosted through the year, creating a platform for interdisciplinary dialogue and showcasing thought leadership across diverse academic fields.

Empowering Student and Faculty Mobility

In line with our mission to globalize student and faculty experiences, we achieved:

- A 3x increase in inbound and more than 40% increase in outbound student exchanges.
- 45 students from 12 countries participated in our International Study Abroad Program (ISAP)
- facilitated 10 inbound and 5 outbound faculty exchanges, supporting international academic exposure and collaborative teaching.

Contribution to Research

Research output served as a key highlight this year, demonstrably extending ADU's commitment to impactful global research and scholarly dissemination. This commitment was realized through the publication of three Scopus-indexed proceedings from ICASF 2023 with Springer Publishing. Furthermore, we actively supported 37 innovative international research projects under the ADU– Liwa GEP Joint Research Grant 2025, strategically involving 44 GEP members across multiple institutions and countries to strengthen our collaborative research footprint.

Hosting Global Conferences and Events

This year, ADU significantly amplified its global academic presence and visibility by hosting five major international conferences and events. These high-profile platforms featured over 150 international speakers and drew more than 2,000 participants from academia, industry, and civil society, effectively reinforcing ADU's growing reputation as a key regional and global hub for critical discourse on sustainability, technology, and the future of higher education.

Driving Institutional and Student Impact

We achieved significant institutional milestones in this area including a substantial contribution to the growth of international student applications and enrolment, validating our global appeal. We also launched two pioneering programs: ADU's first International Internship Program, placing students with top-tier global partners, and our first COIL (Collaborative Online International Learning) Program in partnership with the University of Bradford. Finally, our proactive engagement resulted in hosting over 30 international academic and industry partner visits, successfully establishing new channels for collaboration and innovation.

Strategic Milestones and International Alliances

We made substantial strides in expanding our strategic partnerships and enhancing professional development opportunities this year. We formalized 20 new Memoranda of Understanding (MoUs) with top-tier global institutions, including the University of São Paulo, University of Technology Sydney (UTS), Universiti Sains Malaysia (USM), and McMaster University. This expanded network enabled key professional programming, including the successful placement of 5 students through the International Internship Program in global organizations and the delivery of 5 International Professional Development Certification Programs with partners like Université de Montréal and University of Pennsylvania. Our commitment to global business acumen was further underscored by supporting student participation in the prestigious HSBC/HKU Asia Pacific Business Case Competition 2025.

We also advanced our digital infrastructure with the launch of the ADU Globalization Website, which enhanced international visibility, and the Global Mobility System, which streamlined international academic exchanges for students and faculty.

Strengthening International Alliances and Climate Leadership

ADU significantly strengthened its international presence through active engagement and leadership in global alliances. We secured representation at the BRICS Network University International Governing Board and obtained membership in key networks, including the BRICS Academy, SUSAN, and EURAS. A pivotal achievement was the launch and leadership of the Arab Universities Knowledge Network for Climate Change and Carbon Footprint (AUKNCCF), a pioneering regional initiative under the Association of Arab Universities focused on climate action and sustainability in higher education.

New Collaborations and Partnerships

ADU significantly expanded its global network this year, signing 38 new MoUs in 2024 to bring the total to 142 MOUs worldwide. These strategic agreements include 14 with top 200 universities. Further underscoring its international role, ADU was the sole UAE institution selected by the Association of Arab Universities to represent the country at the China-Arab Consortium meeting in Shanghai and participate in the "10+10 China-Arab Program." This initiative will focus on economics, trade, and investment, anchored by a new partnership with the University of International Business and Economics (UIBE).

Center for Faculty Development and Learning Innovation (CFDLI)

In the 2024–25 academic year, the CFDLI delivered a transformative professional development experience empowering faculty to lead with innovation, inclusivity, and academic excellence. Through a comprehensive portfolio of workshops, conferences, certifications, and strategic partnerships, the center reinforced its role as a catalyst for educational advancement across the university. Over the year, CDLI organized over 30 professional development workshops, engaging a total of 3,630 session participants— across ADU and Liwa University. These sessions addressed a wide spectrum of themes, including AI in education, inclusive teaching practices, assessment strategies, student motivation, and faculty well-being. The feedback was overwhelmingly positive with faculty clarity of objectives, relevance of content, and preparedness of presenters.

Among the standout achievements was the successful hosting of the ADU International Conference on Education (ADU_ICEDU2024), a Scopus-indexed, IEEE-sponsored event that brought together global educators, researchers, and policymakers. The conference focused on the transformative role of AI in education, emphasizing ethical, inclusive, and sustainable applications of technology in teaching and learning.

Another major milestone was the establishment of the Center for Research in Pedagogical and Educational Innovation and Transformation and the launch of its peer-reviewed Journal of Innovative Pedagogy and Educational Transformation (IPET), providing a platform for open-access research and global collaboration in educational reform. The university also launched an Apple Authorized Training Center for Education (AATCE), enabling faculty to earn globally recognized certifications in Swift programming and iOS app development, enhancing digital fluency among educators and aligned academic programs with industry standards. In parallel, the Advance HE Fellowship Program gained significant traction, supporting faculty in achieving professional recognition across four fellowship tiers elaborated further in next section.

CDLI's efforts extended beyond formal training with monthly teaching tips, themed giveaways on Teacher International Day and Emirati Day for Education, and the publication of two newsletters enriched the faculty experience and fostered a culture of continuous learning. Strategic affiliations with the Online Learning Consortium (OLC), Quality Matters (QM), and the Society for Experiential Education (SEE) further connected ADU to international best-practices in digital and experiential learning.

Looking ahead, the university is preparing to host the 2nd ADU International Conference on Education (ADU_ICEDU_2025) in Al Ain in October 2025. This event will spotlight AI's role in reshaping education and will feature workshops, presentations, and discussions on ethical and inclusive AI integration. Additionally, the upcoming International Conference on Bridging Horizons will foster interdisciplinary collaboration across education, business, communication, and social sciences.

In summary, the 2024–25 professional development strategy successfully adopted a bold, forward thinking approach, blending innovation and global engagement to shape the future of higher education at Abu Dhabi University.



Faculty Development Framework Implementation

This year, ADU strengthened its international recognition for teaching excellence through the AdvanceHE Fellowship framework. Our current profile reflects a strong culture of academic professionalism, with 93 Fellows (FHEA) representing the largest group, alongside 11 Senior Fellows (SFHEA) and 4 Principal Fellows (PFHEA) who demonstrate leadership and strategic impact in higher education. In addition, one faculty member currently holds the Associate Fellow (AFHEA) recognition, providing a foundation for early-career engagement.

Looking ahead, we expect to add approximately 57 additional faculty members to the fellowship data next year, significantly expanding recognition across all categories. This growth will further strengthen Abu Dhabi University's reputation for teaching excellence and reinforce its leadership in advancing learning and pedagogy at national and international levels.



Digitization and Automation

Abu Dhabi University's digital transformation strategy in AY 2024-2025 was marked by the successful deployment of key initiatives that modernized institutional systems and enhanced efficiency. The flagship achievement was the implementation of Salesforce Education Cloud and Marketing Cloud, which unified marketing, prospect, and lead management to create a robust platform for data-driven engagement. This was complemented by the successful launch of QlikSense Cloud, providing advanced, self-service business intelligence and analytics across all units. A further highlight was the AI-powered SmartHire recruitment platform, which revolutionized hiring processes by automating screening and shortlisting, resulting in faster, more informed recruitment decisions.

Low-Code / No-Code Innovations

The university significantly boosted operational efficiency by rapidly deploying solutions using lowcode and no-code technologies. This approach streamlined critical institutional workflows, including Online Vendor Registration and research governance systems. Service delivery saw substantial enhancements through automated HR Exit Interview and Clearance systems, dedicated platforms for Students of Determination and online counseling, and new self-service tools, all while ensuring crucial data consistency across student and employee processes.

Students Information System and Learning Management Advancements

Digital transformation simultaneously boosted efficiency and learning. Operational improvements included the Degree Audit and Transfer Credit systems to streamline advising and MOHESR integration via CHEDS and NAPO, which minimizes manual data tasks. Concurrently, digital learning advanced with next-generation AI features in Blackboard Ultra. The AI Design Assistant empowered faculty to rapidly create course content, while the AI Conversation feature delivered engaging, interactive, and transparent student learning experiences.

Infrastructure and Cybersecurity Transformations

AY 2024-2025 focused on infrastructure modernization and security hardening. Key operational wins included transitioning to Microsoft Teams Phone for greater efficiency and mobility. Two major projects—the Wireless and LAN Switching Refreshes—are poised to deliver faster connectivity before Fall 2025-2026. Security saw significant upgrades with the deployment of an AI-powered core and perimeter firewall, and migration to Microsoft 365 A5 licenses enhanced protection while unifying services. Targeted initiatives, including the Patch Management program and a Role-Based Access Control assessment, further strengthened governance, alongside modernizing the data center via the Nutanix upgrade.

Digitization and Automation

AI Transformation

Artificial intelligence adoption accelerated in AY 2024-2025, delivering tangible impacts across operations, academics, and strategic planning. Key achievements included the deployment of the AI-powered SmartHire platform for recruitment and the AI-powered Curriculum Management System for intelligent course planning. The university also enhanced institutional insight with the introduction of Explorance Mly, an AI-powered feedback analytics tool providing deeper understanding of student and employee data. Crucially, a structured AI strategy development initiative was launched to align all AI adoption with institutional priorities, ensuring compliance and measurable value.

Cost Avoidance and Savings

The university drove significant fiscal prudence through strategic technology investments. The Wireless Network project realized significant savings over historical costs while nearly halving annual operating expenditure. Furthermore, strategic negotiations secured an AI-enabled core and perimeter firewall system, reducing initial cost projections and including five years of maintenance. Finally, the transition to Microsoft Teams Phone is expected to deliver substantial long-term cost savings while eliminating the need for significant investment in traditional telephone systems. These efforts underscore a commitment to cost-efficiency while advancing technological modernization.



Sustainable Campus Solutions

To centralize our sustainability efforts, the Business Support and Facilities department has been restructured and rebranded as Sustainability Advancement and Integrated Facilities (SAIF). This included creating a dedicated Senior Officer role and enhancing staff expertise in Environmental Management and GHG Accounting.

Key initiatives delivered tangible environmental impact this year: The Green Fleet initiative commenced the replacement of 25 vehicles. Resource conservation was advanced through the installation of 400 high-efficiency water aerators (reducing flow by 50%), the replacement of 223 lights with LEDs, and the shift to rechargeable batteries. Furthermore, an agreement with E& provided EV charging infrastructure, and 612 end-of-life IT devices were responsibly recycled.

To prepare for future scaling, we launched pilot projects including a solar PV system for parking lighting, a Demand Response Project with the DOE, and an indoor air quality program featuring AC upgrades and 15 monitoring devices. These strategic actions demonstrate significant progress toward our operational and environmental goals.



Accreditation and Certifications

Institutional Accreditation

WASC: The WASC interim review and the annual report were both successfully completed and accepted without any additional requirements.

RIBA: Successfully completed the RIBA reaccreditation approval for Bachelor of Architecture program, and the approval is valid until September 2029

AACSB: The college of Business was successfully re-accredited by AACSB and valid until 2030.

The following International Accreditation reviews are planned for AY 2025-26

- ABET for 9 programs in College of Engineering

New Programs:

- BSc Biomedical Engineering
- BSc Cybersecurity Engineering
- BSc Industrial Engineering
- BSc Software Engineering

Program Reaccreditation:

- BSc Chemical Engineering
- BSc Civil Engineering
- BSc Computer Engineering
- BSc Electrical Engineering
- BSc Mechanical Engineering
- CAEP for 2 Education programs in College of Arts, Education and Social Sciences
- Professional Postgraduate Diploma in Teaching
- Master of Education in Educational Leadership

Program Reaccreditation

CAA Reaccreditations successfully completed during AY 2024-25:

- Bachelor of Business Administration
- BSc Computer Engineering
- BSc Electrical Engineering

- BSc Interior Design
- BSc Mechanical Engineering
- BSc Aviation
- Bachelor of Law
- BSc Public Health
- BSc Civil Engineering
- Bachelor of Military Science and Administration
- Master of Education in Educational Leadership
- Master of Private Law
- Master of Public Law
- Master of Engineering Management
- Master of Business Administration
- Master of Strategic Leadership
- Master of Project Management
- Doctoral of Business Administration
- Professional Postgraduate Diploma in Teaching

Reaccreditation Review Visits confirmed for AY 2025-26:

- BSc Biomedical Science: Laboratory Medicine
- BSc Molecular and Medical Genetics
- BSc Human Nutrition and Dietetics
- BA in Mass Communication
- Bachelor of Architecture
- MSc Electrical and Computer Engineering
- MSc Information Technology
- MSc Mechanical Engineering

Licensure and Regulatory Activities

Institutional Re-licensure submission and review is planned for AY 2025-26; the required documentation is progressing well, and the project is on track.

Program Development

The confirmed new programs in the pipeline for 2025-26 are:

- BA Film and Media Production
- MA Digital and Strategic Communication (Arabic)
- MSc Genomics and Precision Medicine

Over the coming year, we will strategically convert all programs to a hybrid format, targeting 25% of all courses for online delivery enhancing flexibility and access for all students.

New Programs approved:

- Associate Degree in Accounting
- Associate Degree in Business Administration
- Associate Degree in Finance
- Associate Degree in Digital Marketing and Communications
- Associate Degree in Human Resource Management
- BA International Relations
- BA Psychology
- BA Video Game Design
- BSc Artificial Intelligence Engineering
- BSc Renewable and Sustainable Energy Engineering
- BSc Clinical Psychology and Mental Health
- MSc Clinical Psychology and Mental Health
- MSc Healthcare Leadership
- MA Applied Behavior Analysis
- MSc Strategic Digital Transformation
- MSc Financial Technology
- MSc Cybersecurity
- MSc Artificial Intelligence
- Master of Law in Cyberlaw and Artificial Intelligence
- MA Digital Communication and Technology
- Master of Public Health
- MEd in Educational Technologies and Artificial Intelligence
- PhD in Law
- PhD in Education
- PhD in Engineering Management

- PhD in Intelligent Systems Engineering

New Concentrations/ Hybrid Programs Approved:

- Fully Online MBA for Al Dhafra Centre
- Hybrid Master of Engineering Management
- Water Technology Concentration added to BSc Chemical Engineering Program
- Hybrid Master of Education in Educational Leadership

Program Discontinuations

Successfully completed the documentation for the discontinuation of the following programs

- MSc Special Education
- MSc Civil Engineering



MOHESR Outcome-Based Evaluation Framework Preparation (OBEF)

In November 2024, the Ministry of Higher Education and Scientific Research (MOHESR) introduced a new Outcome-Based Evaluation Framework for Higher Education Institutions, mandating its adoption across the sector. This framework represents a significant shift from standards-based measures to a performance model centred on Key Performance Indicators (KPIs).

The framework was formally presented to all ADU stakeholders to ensure alignment and awareness across the institution. To support the implementation, a dedicated committee comprising all relevant leaders was established and has been meeting weekly to review requirements, address challenges, and develop implementation strategies.

Several action items have already been implemented, while others are in progress. These include strengthening faculty resourcing to enhance industry faculty and align institutional capabilities with the new framework. A major focus has been the digitization of the KPI framework, currently underway. This initiative is designed to enable real-time monitoring, data-driven decision-making, and enhanced institutional effectiveness.

Enrollment Statistics and Initiatives

2024-25 saw the university surpass its annual enrolment targets across new, and total and returning students overall and. ADU also expanded the diversity portfolio of students to reach 108 nationalities this year which has reached its highest point of diversity.

A series of versatile enrolment management initiatives to engage with high school student in the form of open days, open weeks, virtual information sessions, student competitions, school visits with engagement by recruiters, colleges and campuses contributed to the significant enrolment growth. This was also supported by enrolment management strategies and process efficiencies built towards improving the conversion of both prospective and returning students. The implementation of the Salesforce CRM system during the Fall helped the management and tracking leads. Other contributors to student growth also included increased online engagement and visibility, international students, student exchanges and the launch of a suite of future-focused programs in the Spring semester.

In the Winter 2025, the Course Scheduling Optimization and Increasing Credit Hour Taskforce chaired by the Vice Chancellor – AI and Operational Excellence involving both academic and administrative leadership and college advisors. This taskforce was set up as a combined efficient approach to address these two inter-related concerns - - the former being addressed from student feedback gathered from their Fall 2024 enrolment experience and the latter to address improvement in credit hour averages. A program-level approach was applied to improving credit hour averages from the bottom-up.

A total of 27 initiatives were developed addressing academic/operational enhancements, student support feedback mechanism, policy improvements, inter-campus collaboration and financial measures. Key actions that resulted were:

- AI-powered course scheduling pilot launched, and Full-year course planning enabled
- Digitized complaint handling via ADU Connect
- Peer mentoring and targeted advising sessions, and
- Video campaigns to promote study plan adherence
- Reduced late registrations, and Enforced credit limits for conditional students
- Phased registration by year of study, Expanded call center access/impact on scheduling
- Enhanced inter-campus collaboration
- Hybrid and accelerated study path options under review
- Financial incentives paused due to high enrollment, and Flexible payment plans remain active

International Enrollment

In Fall 2024, total international student enrolment witnessed a growth of almost 40% compared to the previous Fall, with applications increasing by more than 40% and new intake by almost 15%. To build a robust pipeline for Fall 2025, we actively participated in over 50 leading international education exhibitions and conferences, covering more than 15 countries and 40 cities. This groundwork has been complemented by aggressive expansion of our recruitment network. We successfully onboarded over 60 top-tier international recruitment agents, including major online education platforms, which are now promoting our institution across more than 40 countries. Beyond our agent network, we strengthened collaborations with UAE embassies and the Ministry of Foreign Affairs (MoFA) in key international markets to enhance pipeline of sponsored student enrollments.

Looking ahead to Fall 2025, the impact of these efforts is clear: we have already achieved over 100% growth in applications year-over-year. We are now focused on converting this interest into confirmed enrollment, with an ambitious goal to achieve a minimum 30% increase in enrollments compared to 2024.

New Programs Launched

During the 2024–25 academic year, Abu Dhabi University launched 19 new academic programs, reflecting its strategic commitment to expanding offerings that align with national priorities and emerging global market needs. These included six undergraduate, nine postgraduate, and four doctoral programs, carefully developed to address future skills, digital transformation, and interdisciplinary education.

The program portfolio was designed through a data-driven approach that considered national employment trends, international benchmarking, and the evolving demands of industry. Six of these programs were introduced in Spring 2024-25, attracting 133 students, while the remainder were launched in Fall 2025-26 following targeted marketing and outreach efforts. The combined new intakes brought more than 800 students, representing approximately 9% of total enrollment, a strong indicator of both relevance and demand.

Highlights from the newly approved portfolio include innovative programs such as Artificial Intelligence Engineering, Renewable and Sustainable Energy Engineering, Cybersecurity, Clinical Psychology and Mental Health, Digital Communication and Technology, and advanced postgraduate degrees in Strategic Digital Transformation, Cyberlaw and Artificial Intelligence, and Financial Technology. At the doctoral level, new programs were introduced in Engineering Management, Intelligent Systems Engineering, Education, and Law, reflecting ADU's growing capacity for research-led education and academic depth.

Collectively, these programs strengthen Abu Dhabi University's position as a forward-looking institution that equips graduates with the knowledge, adaptability, and technological fluency essential to the UAE's Vision 2031 and the broader transition toward a sustainable, innovation driven economy.

Launched in Spring 2024-25

1. BA in International Relations
2. BA in Psychology
3. BSc in Artificial Intelligence Engineering,
4. BSc in Renewable and Sustainable Energy Engineering
5. MSc in Artificial Intelligence
6. MSc in Cybersecurity

Launched in Fall 2025-26

1. BSc in Clinical Psychology and Mental Health
2. BA in Video Game Design
3. MSc in Clinical Psychology and Mental Health
4. MA in Digital Communication and Technology
5. MEd in Educational Technologies and Artificial Intelligence
6. MSc in Financial Technology
7. LLM in Cyberlaw and Artificial Intelligence
8. MSc in Strategic Digital Transformation
9. Master of Public Health (moved to Spring due to insufficient enrollment)
10. PhD in Intelligent Systems Engineering
11. PhD in Engineering Management
12. PhD in Education
13. PhD in Law

A Year of **Positive Financial Performance**

Abu Dhabi University (ADU) delivered a strong financial performance in FY2024/25, generating a healthy operating surplus while continuing to invest in the academic excellence, research capability, and institutional infrastructure that underpin its mission. The University's financial results reflect a sustainable and resilient operating model that balances growth, quality, and long-term stewardship.

Academic activity remained the primary driver of ADU's revenue, reflecting the University's strong educational foundation and continued attractiveness to students. This core income base was further strengthened by a growing range of additional revenue streams, including externally funded projects and contracts, which continued to be the University's most significant source of non-academic income. Together, these revenue sources supported ADU's strategic priorities, enhanced financial resilience, and enabled continued investment in teaching excellence, research, innovation, and institutional development.

ADU maintained disciplined cost management while continuing to deliver high-quality educational and research outcomes. Direct costs represented 53% of revenue, resulting in a gross contribution margin of 47%, which demonstrates the University's capacity to generate resources beyond the direct delivery of its core mission. General and administrative costs accounted for approximately 30% of revenue, reflecting investment in the institutional systems, services, and support structures required to serve a growing and diverse university community.

After depreciation and amortization equivalent to ~2% of revenue, ADU achieved an after-tax margin of ~11%. Research and innovation funding reached 22% of total revenue, reflecting ADU's growing commitment to advancing knowledge, driving innovation, and addressing global grand challenges, including climate change, sustainability, public health, artificial intelligence, food and water security, clean energy, and societal resilience. Through its expanding research ecosystem, ADU continues to generate meaningful impact regionally and globally, contributing evidence-based solutions, technological advancements, and policy-relevant insights that support sustainable development and improve the wellbeing of communities worldwide.

This positive financial outcome strengthens ADU's capacity to reinvest in academic quality, advance research and innovation, renew institutional assets, and build resilience for future growth, ensuring that financial performance continues to support both institutional sustainability and societal impact.

College Achievements

College of Arts and Sciences

The former College of Arts and Sciences was strategically rebranded as the College of Arts, Education and Social Sciences signaling an expansion of scope to embrace exciting and niche fields of study. By aligning the College's identity with new offerings in creative media, film, psychology and international relations, the rebranding successfully communicates its commitment to a broader, future-oriented curriculum, establishing it as a comprehensive hub for creative, educational, and social sciences.

Student Success and Experience

The Enrolment & Growth and Alumni Relations Committee (EGARC) focuses on achieving and maintaining enrollment growth across all college majors by building a robust alumni community. The EGARC led numerous targeted initiatives to enhance student enrollment across all CAESS undergraduate and postgraduate programs. Key activities included hosting Open Days for Indian schools (April 21-22) and an Open Week for both American/CBSE and MoE/Other undergraduate students. Postgraduate recruitment was supported through dedicated Open Week sessions and two Virtual Information Sessions. Furthermore, the Committee organized the CAESS Winter Camp 2024-25, facilitated high school workshops on their premises, and held a Short Video & Photography Competition. Strategic engagement with the community was also maintained through school visits (like the Al Manhaj School visit) and seminars under the Investing in Our Community Series, alongside specialized workshops for CAESS Alumni.

Academic Success Center (ASC)

The ASC demonstrated significant growth and impact during 2024–25 across its core programs: Academic Tutoring, Peer Tutoring, Course Assistants, and Peer Mentoring. Academic Tutors conducted 911 sessions totaling 1,352 hours, supporting 676 students through both 1-on-1 and group formats. Peer Tutoring expanded with 104 tutors delivering 1,704 hours across 1,073 sessions, reaching 621 tutees. The Course Assistants program, the largest contributor, engaged 117 assistants who facilitated 3,957 sessions and 7,180 hours of support for 2,199 students. Peer Mentoring was particularly impactful, with 232 mentors guiding 2,707 mentees, reinforcing retention and student integration.

The ASC also enriched the academic community through 437 class visits, 127 support sessions, and the development of 176 learning resources. Events and outreach remained a strong pillar, with 28 Marhaba sessions for 760 students, 18 workshops with 343 participants, and multiple competitions including Math, Spelling Bee, and Chess, which drew high engagement. Cultural and social activities, such as trips, movie nights, and mentoring gatherings, fostered community bonding. Highlights include winning the prestigious Sharjah Volunteer Award and launching digital initiatives, such as the ASC website and social media presence, furthering visibility and accessibility.

Teaching and Learning

College of Arts, Education and Social Sciences- CAESS, with the new name came lot of growth and structural development in the college with the new academic program profile for CAESS. By the end of 2024-25, CAESS had secured a total of 7 newly approved programs:

- BA in International Relations
- BA in Psychology
- BA in Video Game Design
- PhD in Education
- MA in Digital Communication and Technology
- MEd in Educational Tech and AI
- MA in Applied Behavioral Analysis

CAESS also had successful re-accreditation of its existing programs: PG Diploma in Teaching and MEd Educational Leadership.

The college also worked closely with the Center for Faculty Development and Teaching Innovation CFDTI and participated in the first ADU's Educational Conference. Faculty were required to participate in training offered the CFDTI. We had a positive 60% and above participation rate.

The year's focus on Academic Quality and Standardization resulted in several key enhancements to academic documentation and processes. The CAESS Quality Assurance Committee (QAC) redesigned the course file template for both ADU branding and CAA compliance, supported by training workshops and a video tutorial for faculty. To ensure consistency, QAC developed new Program Specifications and Syllabus templates. Further strengthening academic oversight, the Academic Quality and Excellence Standards document was created and is now integrated into Departmental quality audits. Finally, all College forms were redesigned for a consistent, professional appearance, and the Quality Assurance Committee successfully convened its inaugural meeting to begin developing a unified action plan.

The GE unit successfully enhanced academic quality this year by coordinating closely with all faculty and ensuring strict compliance with QA standards. Key initiatives included the standardization of all GE Syllabi and the completion of peer reviews for both full-time and adjunct faculty. We prioritized faculty support through training, orientation, and guidance for new members, and managed the phase-out coordination for the MTG100AA and SIS201 courses. A major focus was documentation improvement: a comprehensive gap analysis was conducted on the last three years of course files, leading to the development and implementation of Course Files standardization guidelines and a master checklist starting in Spring 2024–2025.

Research and Innovation

The research productivity of the college faced a challenge in the AY 2024-2025 as most of the champion researchers in the Sciences were moved to COE and CHS as part of the institutional General Education and

Service Course restructuring. With the remaining faculty in Mass Communication and Education have still managed to keep up the pressure and as of Physical year 2024 we have 37 publications.



College of Business

Student Success and Experience

The College of Business completed a transformative study abroad program in partnership with Vrije Universiteit Amsterdam. Seventeen MBA students explored European business practices, leadership strategies, and cultural insights through academic sessions on human capital, faultline thinking, and digital security; company visits to ING Bank and Atos/Eviden; cultural immersion at the Rijksmuseum; and a visit to the UAE Embassy in The Hague. This enriching experience strengthened their global mindset and leadership skills.

In the same semester, ADU students also participated in international exchange programs, with two Business students studying at NEOMA Business School and Brest Business School in France, and one COB student completing a semester at University College Dublin on a scholarship. Additionally, the Collaborative Online International Learning (COIL) Program with the University of Bradford (UK) brought together 17 ADU and Bradford students for joint online sessions and in-person teamwork on poster projects. ADU students actively engaged with inbound exchange students through collaborative activities and cultural events, fostering mutual learning and global connections.

Moreover, the College signed MOUs with leading universities such as Carleton, McMaster, Naples L'Orientale, and San Paolo to strengthen partnerships in student/faculty exchange, dual degree programs, and joint teaching initiatives.

Teaching and Learning

In teaching and learning the college focused on quality improvement and benefited from being the first college to pilot our pre moderation system. On the basis of the pilot feedback, a portal was developed to digitize the process. The benefit of the portal was that it removed the need to have exam papers and other assessments being emailed backwards and forwards between faculty. The pilot process allowed for some major revisions to occur among faculty based on additional input to their work. This has enhanced learning outcome alignment in college assessment and provided a more robust and equitable examination system for our students. This will also assist the COB to meet a number of the requirements of the CAA's Outcomes Based Framework.

This year also saw the CAA accreditation of our 2 masters programs-Fintech and Strategic Digital Transformation. These programs are designed to improve the decline in our graduate programs.

The first cohorts have been enrolled this fall with relatively small numbers that will improve in Term B.

Research and Innovation

The COB excelled in research in the last year with the overall percentage of articles in Q1 and Q2 Scopus indexed journals rising from 73% to 95% based on the Scopus CiteScore metric. Over 75% of these articles were in the top 25% of Scopus listed journals.

More than 50% of these publications were in sustainability and were aligned with UNSDGs. Faculty members research has focused on 16 of the 17 UNSDGs over the past five years with an impressive number of publications clustered around 11 of these goals. In the latest AY the main focus was on "Industry, Innovation, and Growth", "Responsible Consumption" and "Decent Work".

An analysis of the college's publications demonstrates the impact of its strategic directions, which includes our focus on publishing in high-impact journals, collaborating with leading international researchers, and aligning the COB's research topics with the college's mission. High levels of citations also show the growing impact and reach of the college's research. The focus on industry publications also supports the OBF.

The overall upward trajectory also indicates increasing recognition and engagement with the College's scholarly work, which is most visible in the THE Subject Ranking in Business and Economics (62 in the world, and no.1 in the UAE).



College of Engineering

Student Success and Experience

The college's enrollment has reached an all-time high, growing 8.4%. This achievement solidifies its position as one of the largest private engineering college in the UAE, reflecting its strong reputation and appeal among prospective students. The college's commitment to excellence is further demonstrated by its students' outstanding performance in various competitions. In 2024/25, students secured a total of 52 national and international competition wins, with half of these being first-place and 70% placing within the top two positions, highlighting the caliber of talent and dedication within the student body. The college actively encourages student engagement through organizing 16 competitions and five open days or community gatherings. It's notable that 18 teams from the college achieved top positions in the URIC, and approximately 80% of ADU wins, demonstrating the college's leadership in nurturing innovative and competitive talent.

Additionally, around 600 students have successfully graduated from the college's Industrial Alignment Program, which collaborates with industry such as ADNOC, Microsoft, Oracle, IATA, CISCO, among others. These partnerships ensure that students are gaining practical, industryrelevant skills that enhance their employability. The college has also completed three cycles of targeted initiatives aimed at bridging the academia-industry gap, with a new cycle currently underway, further strengthening industry ties.

Teaching and Learning

Over the past year, the college made significant strides in teaching, rankings, and accreditation. The number of faculty who are AdvanceHE Fellows or Senior Fellows doubled from 17 to 34, reflecting a commitment to professional growth. Faculty recruitment increased the COE staff by 28%, supporting institutional growth.

The CAA approved new academic programs, including BSc degrees in AI Engineering and BSc in Renewable & Sustainable Energy Engineering, and MSc programs in AI and Cybersecurity, preparing students for future industries. It secured accreditation from the CAA for two PhD programs, Intelligent Systems Engineering and Engineering Management. All of the above programs will be launched in Fall 2025/26, aligning with international standards.

The college entered the QS Engineering and Technology Subject ranking at 386 and secured its Times Higher Education ranking to between 301-400, becoming the fifth-ranked engineering school nationally. Additionally, in THE Subject Rankings, Computer Science achieved a first time global rank of top 301-400, with being ranked 4th nationally.

COE also hosted over 20 conferences and established research labs like the Robotics & Mechatronics Lab and the Graphene Center. Achievements include 3rd place in the QS Reimagine Education AI competition and an invitation to present at WASC's ARC event, highlighting its commitment to innovation and excellence.

Research and Innovation

COE researchers authored or co-authored 228 Scopus papers, with 170 in Q1 journals and 37 in Q2, demonstrating a strong publication record. Approximately 75% of these papers involved international collaboration, resulting in 1,080 citations. In addition, four faculty members from COE consistently rank among Stanford University's top 2% most cited researchers.

The faculty's patent activity increased significantly, with a 250% rise in US patents. The College secured multiple external grants from prominent organizations such as Mubadala, EGA, Abu Dhabi Municipality, the Ministry of Education (MOE), as well as joint grants with ADU-LIWA, QUWA, and UTS supporting ongoing research efforts.

Additionally, COE continues to meet its deliverables for the ASPIRE Virtual Research Institutes Program, collaborating with KU and MIT on sustainability-focused projects and securing grants through the ASPIRE AAIRE program, underscoring its commitment to impactful research and innovation. A COE faculty member also developed a report for UNESCO and MOE on AI in the UAE's CCDI curriculum.

Furthermore, the college signed MOUs with Anxinx Technology Co. Limited, Cyber Security Council, MEDMA—Middle East Drymix Mortar Association, Mott MacDonald, DAKILA Research Social Science, and the University of Technology Sydney. The college welcomed a group of Chinese exchange students from Noreh China Electric Power University to take courses and engage in research.



College of Health Sciences

Student Success and Experience

The College of Health and Sciences demonstrated substantial achievements in terms of student success and experience across its programs. In Biomedical Sciences, faculty supervised over 30 capstone projects and placements, many of which won awards at national competitions such as the Undergraduate Research and Innovation Competition (URIC) and the UAE Anatomy and Cellular Biology Conference, while students also gained international recognition at the ICESCO eHealth Hackathon.

In Environmental and Public Health, faculty supervised about five capstone projects and fostered student involvement through participation in major conferences and workshops, including WEEC 2024, COP29 side events, and World Health Day 2025, with students also contributing to publications in high-ranking journals.

Meanwhile, the Human Nutrition and Dietetics program expanded practicum opportunities with new hospital partnerships, organized Nutrition Day 2025, and engaged students in cooking competitions, awareness campaigns, research competitions, and job fairs.

Collectively, these efforts provided students with mentorship, professional training, and extracurricular opportunities that strengthened their confidence, career readiness, and global recognition.

Teaching and Learning

The College of Health and Sciences demonstrated a strong commitment to advancing teaching and learning during AY 2024–25. In Biomedical Sciences, faculty delivered more than 60 course sections across biomedical sciences, chemistry, and genetics, reaching over 1,500 students. Innovative strategies such as case-based learning, AI tools, and virtual platforms enriched instruction, while several faculty earned Fellowships of the Higher Education Academy (FHEA) and advanced teaching certifications.

The Department of Environmental and Public Health emphasized academic engagement beyond the classroom, organizing and participating in 27 events in 2024 and 40 in 2025. These included international congresses, workshops, and collaborations with external partners, providing valuable exposure to global trends and interdisciplinary learning for both students and faculty.

The Human Nutrition and Dietetics program achieved a 100% pass rate in core courses and maintained high student satisfaction with an average score of 4.4/5. Faculty applied active learning approaches such as case studies and dietary tools, invited guest speakers, and implemented transparent rubrics to ensure fairness and engagement.

Together, these efforts highlight the college's dedication to innovative teaching, academic excellence, and meaningful student learning experiences.

Research and Innovation

The College of Health and Sciences made significant progress in research during AY 2024–25, with each department contributing to high-quality output and recognition. In Biomedical Sciences, faculty secured at least six major grants from the Department of Health, Al Saqr Group, Mubadala, Liwa–ADU collaborations, and internal funding. They produced over 20 publications in Q1/Q2 journals, contributed book chapters, and delivered keynote talks at national and international conferences, enhancing the university's reputation.

The Department of Environmental and Public Health achieved remarkable productivity. In 2024, faculty published 46 papers, including 21 in Q1 and 11 in Q2 journals, with 11 receiving grant support and 168 citations. In 2025, output increased to 56 publications, with 32 in Q1 and 16 in Q2, supported by 23 grants, along with three German utility patents. Both years also included student-involved publications, reflecting efforts to integrate research and learning.

In Human Nutrition and Dietetics, faculty engaged in advanced training programs, participated in conferences, and collaborated with UAE University on national nutrition and bariatric projects. They supervised undergraduate research on pressing topics such as supplement use, iron deficiency, and dietary fiber in cancer prevention, while submitting manuscripts to international journals.



College of Law

Student Success and Experience

In 2024–25, the College of Law continued to demonstrate outstanding growth and excellence, exceeding the university's admission targets across all programs. Student enrollment increased significantly in the Bachelor of Law, Master of Public Law, and Master of Private Law programs, reflecting the rising reputation and appeal of the college.

The College also celebrated a historic milestone with the accreditation of two new programs by the CAA:

- PhD in Law, advancing legal scholarship and preparing highly qualified researchers and academics.
- Master of Cyber Law and Artificial Intelligence, positioning the college at the forefront of digital transformation and future-oriented legal education.

Furthermore, the three existing programs (Bachelor of Law, Master of Public Law, and Master of Private Law) successfully achieved reaccreditation, affirming the college's commitment to maintaining the highest educational standards. Aligned with CAA requirements, all syllabi were revised and implemented in AY 2024–25, ensuring that curricula remain rigorous, relevant, and responsive to evolving academic and professional needs.

To enhance experiential learning, the College Legal Clinic was created in AY 2024–25 and is set to begin full operations in Fall 2025–26, offering students practical legal training, community engagement, and direct exposure to real-life legal challenges. The student experience was further enriched by numerous workshops,

seminars, and academic events organized across the three campuses. Esteemed legal professionals addressed a wide range of pressing and contemporary issues, providing students with invaluable insights.

A student exchange program with Essex University (UK) was also launched, giving students the opportunity to broaden their academic and cultural horizons. Several master's students are now benefiting from joint thesis supervision, with one supervisor from ADU's College of Law and another from Essex University, ensuring an international perspective in their research journey.

Enhanced support services, including personalized advising, academic mentoring, and career guidance, have fostered a vibrant and supportive environment, ensuring student engagement and success.

Teaching and Learning

The College of Law has made transformative progress in enhancing teaching and learning in 2024–25:

- **Newly Accredited Programs:** Successfully launched the PhD in Law and the Master of Cyber Law and AI, both approved by the CAA.
- **Reaccreditation:** Bachelor of Law, Master of Public Law, and Master of Private Law programs reaccredited after a successful CAA review.
- **Curriculum Enhancement:** All syllabi updated and fully aligned with CAA requirements
- **Faculty Excellence:** Five new faculty members joined the college, all graduates of highly ranked international universities, bringing with them outstanding academic and research credentials.
- **Balanced Supervision:** Continued implementation of guidelines for master's theses, ensuring effective faculty supervision and quality research outcomes.
- **Expanding Opportunities:** Strengthened collaborations with law firms, public entities, and government organizations to provide students with practical training and external supervision opportunities.
- **Multilingual Instruction:** Expanded delivery of courses in English to further enhance students' global competence and professional readiness.
- Finally, College of Law secured for its first time a top 300 ranking globally in the QS Subject Rankings 2025.



Research and Innovation

AY 2024–25 witnessed remarkable growth in the research profile of the College of Law. Faculty publications increased by 70% from the previous year, with a significant share published in Q1, Q2, and Q3 Scopus-indexed journals. To foster a collaborative research culture, faculty research groups were created across multiple specializations, promoting joint projects, co-authorship, and innovation. These groups significantly enhanced both quality and quantity of scholarly output. Faculty members actively participated in international conferences, presenting research on cutting-edge topics and strengthening the college's presence in the global academic community.

Through our partnership with Essex University, many master's students benefited from joint supervision arrangements, ensuring their theses are guided by both ADU and Essex faculty members. This collaboration has strengthened international academic exchange, raised the quality of postgraduate research, and enhanced students' readiness for global careers.

The College also made significant progress in strategic partnerships and collaborations, expanding its network of MOUs with prestigious universities, including Essex University (UK) and Notre Dame Louaize University (Lebanon), to foster exchange, joint research, and academic collaboration.

Looking ahead, the College is preparing to launch its Law Journal, which will serve as a platform for regional and international scholarship and highlight the research excellence of faculty and students.



Campus Achievements

Al Ain Campus

AY 2024–2025 at Abu Dhabi University's Al Ain Campus unfolded as a vibrant tapestry of academic excellence, community engagement, and strategic growth embracing a spirit of collaboration and innovation, welcoming faculty, staff, and students into a dynamic environment designed to inspire learning, leadership, and meaningful impact.

The year began with a heartfelt welcome event for faculty and staff, organized by the Campus Director's Office in partnership with the TEG Department. This gathering was more than a formal introduction—it was a celebration of unity, a moment to reconnect, and a platform to welcome new joiners into a community defined by warmth and purpose. The energy from this event set the tone for a year filled with transformative experiences.

One of the most defining features of the year was the campus's commitment to building bridges between academia and the wider community. The annual Community and Industry Gala Dinner, themed "Partnership for the Future," brought together leaders from government, industry, and civil society highlighting the university's role in shaping not just students, but the future of the region through collaborative innovation and shared goals.

Leadership development was another cornerstone of the year's programming with the School Principals Brainstorming Session, hosted at the campus and led by Professor Ghassan Aouad, Chancellor of ADU. It

provided school leaders with actionable insights into the art and science of educational leadership. His keynote addresses inspired attendees to elevate their practices and reaffirmed ADU's commitment to empowering educators across the UAE.

Student engagement flourished across every corner of campus life. The Fall Orientation Program welcomed new students with engaging class visits and cultural performances, including a well-received African play that added a vibrant touch to the festivities. Throughout the year, students participated in a wide range of competitions and workshops—from the 5th ADU STEAM Competition and the Public Speaking Contest to technical challenges like the Hydraulic Robotic Arm and RoboCarMaze competitions. These events not only showcased student talent but also cultivated critical thinking, creativity, and teamwork.

Professional development was a major focus, with the campus hosting several certificate programs that addressed pressing global and regional challenges. The Professional Certificate in Corporate Sustainability and ESG Strategies equipped participants with the tools to embed sustainability into business strategy and operations. Similarly, the Waste Management and Circular Economy Certificate provided practical insights into sustainable waste practices and environmental stewardship. The Project Time Management and Value Engineering Workshop offered advanced strategies for optimizing project outcomes and integrating AI into civil engineering.

Outreach efforts were equally impressive. The campus welcomed 2,155 students from 37 schools and participated in 18 university and career fairs, generating over 5,000 student leads. These initiatives were supported by a robust calendar of community events, including the People of Determination Fun Day, Emirati Writers' Day, and the "A Book Holds a House of Gold" competition. Each event reflected the campus's dedication to inclusivity, creativity, and social responsibility.

Strategic partnerships expanded significantly, with 14 new Memoranda of Understanding signed with schools, NGOs, and industry partners. These agreements laid the groundwork for internships, joint initiatives, and academic collaborations that will benefit both the university and the broader Al Ain region.

Faculty and staff development remained a priority throughout the year. Events such as the Chancellor's Appreciation Ceremony, Ramadan Iftar, and the "Sharing Research Experiences and Best Practices in Teaching & Learning" initiative fostered a culture of recognition, collaboration, and continuous improvement. These gatherings reinforced the campus's commitment to nurturing a supportive and high-performing academic community.

Moreover, our leadership support extended to local schools through the Campus Director, College Coordinators, Senior Leaders, and other faculty members serving on the Boards of Trustees of local schools. The Campus Director also attended several school graduation ceremonies, including Al Sanawbar School, Al Adhwa Private School, and The Emirates National Schools.

The year concluded with a series of celebratory events, including the End-of-Year Appreciation Ceremony and the Career Fair and Business Showcase, which highlighted student achievements and strengthened ties with alumni and industry. The Work Experience Pilot Program, conducted in collaboration with MoHRE and MoE, provided high school students with hands-on internship training, bridging the gap between academic learning and career readiness.

In every aspect—from academic programming and professional development to cultural celebration and community outreach, the Al Ain Campus demonstrated its unwavering commitment to excellence,

innovation, and impact. The 2024–2025 academic year was not just a collection of events; it was a journey of transformation, a testament to the power of education to shape lives and communities.

Overall, these activities and initiatives demonstrate our commitment to engaging with the community, supporting students and alumni, and fostering collaboration with schools and industry partners.

Dubai Campus

Students' Number Growth

The past year showcased remarkable growth for Abu Dhabi University's Dubai Campus, solidifying its status as a leading postgraduate hub in Dubai. The campus exceeded enrollment targets, signaling a promising future.

Major Events

The campus hosted notable events, including a visit from the Colombian Ambassador, a prestigious College of Law panel discussion, and the ITTI Football Sports Conference, connecting global sports leaders with academics. Highlights included the Ganpat University Case Writing Workshop and faculty-led sessions boosting professional development, alongside the International Conference on Global Sustainable Development (Dr. Asiya) and EDMSET (Dr. Kaftangui), showcasing diverse nationalities. World Hindi Day enhanced cultural ties with the Indian community, while the second annual AIESEC event empowered youth with leadership skills and promoted ADU programs globally.

Strategic Partnerships

MoUs with Dubai Media Academy, Dubai Autism Center, Sahab, and Frstak have opened pathways for student opportunities. Negotiations with DAMAC, Gargash Group, and DP World are nearing completion, with consultancy proposals strengthening industry ties. Dubai campus Director met with Dubai Courts, set to yield an MoU boosting enrollment.

Community Outreach

Participation in the International Education Show, Times Higher Education Fair, Dubai Police Efaad, and GETEX Global elevated community presence. Innovative training programs led by the Campus Director for Dubai Police, DAMAC, Dubai Judicial Training, and Dubai Airport reinforced ADU's credibility.

Global Industry Engagement

Dubai Campus provided a unique learning opportunity through its partnership with SAP, enabling a visit to their Waldorf, Germany headquarters. As one of few top universities selected, the trip included a meeting with the UAE Ambassador, fostering international connections.

Media Presence

Dr. Anas – Campus Director enhanced Dubai Campus visibility through multiple appearances on TV, radio, and digital media, highlighting key achievements.

Administrative Achievements

Financial, Resources, and Audit Committee

The Finance, Resources and Audit Committee (FRAC), a subsidiary to the Strategy and Governance Committee, continued to play an advisory role to the Vice Chancellor for AI and Operational Excellence and the Chancellor. Its focus remained on strengthening Abu Dhabi University's financial sustainability, operational excellence, and alignment with national higher education policies.

Policy Development and Approvals

A wide range of institutional policies were reviewed, updated, and approved to ensure compliance with regulatory requirements and to enhance operational efficiency:

- Business Continuity Policy for Succession Planning – Introduced to strengthen resilience and ensure leadership continuity across critical roles
- Faculty and Administrative Staff Public Profile Policy – Approved to provide transparency and standardization of staff representation.
- Emiratization Policy – Updated to reinforce national employment goals within the University.
- Faculty and Professional Staff Role Policy – Revised with clarified scope and responsibilities
- Faculty Promotion in Rank Policies and Procedures – Adjusted timelines and criteria to ensure compliance with CAA standards
- Faculty Workload and Overload Policy – Aligned with CAA requirements; revisions included updated overload rates and clarity on faculty obligations
- Salary and Benefits Policy – Benchmarked against peer institutions, introducing a standardized rubric to guide hiring salaries and minimize disparities. Adjustments accounted for inflation and fairness across colleges
- Risk Management Policy and Appetite – Expanded to include phased approaches to risk and a recommendation for a dedicated risk management fund
- Faculty Development Framework – Renewed to reflect current institutional priorities
- Safeguarding and Diversity & Inclusion Policies – Renewed with additional revisions to align with international standards and ADU's inclusivity goals.
- Faculty and Staff Work Hours Policy – Operational hours were revised (8:00 AM – 11:00 PM), with greater flexibility for staff while ensuring compliance with CAA requirements.

Faculty Resources and Academic Quality

- Adjunct and Overload Payments – New rates were approved to balance financial sustainability with faculty satisfaction

- Performance Evaluation – Faculty Performance Evaluation policy was revised, emphasizing publication in Q1 journals as per Ministry of Education requirements
- Faculty Rank Distribution – Adjustments ensured alignment with accreditation bodies and institutional growth needs.

Governance and Oversight

- Temporary Appointments – Renewed with clarified scope.
- MoU System and Service Reviews – Continuous monitoring to improve digital transformation in agreements and administrative services
- Organizational Structure Digitization – University-wide org charts digitized and integrated with ERP for accuracy and planning

Strategic Themes Supported

- Financial Sustainability – Salary benchmarking, workload controls, and program profitability reviews ensured long-term viability.
- Growth and Reputation – Policies on promotion, workload, and faculty development strengthened ADU's ability to attract and retain top faculty.
- Operational Excellence – Risk appetite adjustments, business continuity planning, and digital process reviews improved institutional agility.
- National Alignment – Emiratization and compliance with CAA and MoE requirements reinforced ADU's contribution to national goals.

Organizational Transformation and Advancement Committee (OTAC)

The Organizational Transformation & Advancement Committee (OTAC) serves as an advisory body to the Vice Chancellor. Its primary goal is to help the university achieve its full potential by fostering a culture of positive change, promoting teamwork, accountability, quality, and agility across all levels, while driving digital transformation and automation strategies. OTAC plays a key role in facilitating change management, enhancing collaboration, and ensuring that the university nurtures talent and provides growth opportunities for students, faculty, and staff. The committee also advances the digital transformation of services, enabling data-driven decision-making to address both internal and external challenges. By promoting digital transformation, the committee aims to deliver high-quality, user-centered, and integrated services that improve student and employee outcomes, reduce costs, and support environmental sustainability by minimizing waste.

Aligned with the university's strategic themes of e-Learning and Digitization and Stakeholder Relationship Management, OTAC develops and oversees plans, policies, and procedures that leverage change management as a key tool to drive the university's strategic agenda of achieving excellence in all areas.

The Organizational Transformation & Advancement Committee (OTAC) held several key meetings in 2024, focusing on advancing digital transformation, fostering innovation, and enhancing operational efficiency at Abu Dhabi University.

- 1. Digital Transformation:** OTAC made significant progress in digitizing university services, with completed projects such as a Faculty Appraisal System, ERP API development, and a student platform, ADU Connect. Ongoing initiatives include Salesforce implementation and blockchainbased digital certificates. These efforts aim to enhance student and staff engagement while improving service efficiency.
- 2. Innovation and Collaboration:** Innovation remains a central theme, with updates on various tech-driven projects. The committee discussed fostering a collaborative environment, promoting teamwork, accountability, and agile decision-making to support the university's strategic goals.
- 3. Cost Optimization:** A Wi-Fi as a service model was proposed to reduce the cost of upgrading the university's decade-old infrastructure, demonstrating a focus on cost efficiency.

OTAC continues to align with Abu Dhabi University's strategic goals by driving change management, advancing digital initiatives, and creating a collaborative, innovation-driven culture.

Employee Engagement and Satisfaction

The Talent Empowerment and Growth Department (TEG) rebranded from its traditional name of Human Resources to better reflect a future-looking and innovative mandate. This strategic shift signals the university's priority on proactive talent development, staff empowerment, and institutional growth, ensuring human capital strategy is aligned with future organizational needs.

The TEG Department Engagement Calendar for 2024-25 showcased a diverse range of initiatives focused on employee wellness, engagement, recognition, professional development, community involvement, diversity, and employee growth — all designed to foster a supportive, holistic, and enriching work environment.

Health and Wellness

A series of events was organized to actively promote physical and mental well-being, like Breast Cancer Awareness in collaboration with DAMAN, Mental Health Awareness Week, Max Vision-Eye Care, and Bio-Engineering Your Mind. These initiatives were thoughtfully designed to inspire healthy lifestyle choices while raising awareness of critical health issues, reinforcing our commitment to the overall employee wellness.



Informational and Formal Engagement Sessions

These sessions provided employees with lively opportunities to stay informed and connected while having fun. From awareness talks on long-term resident visas to interactive and exciting giveaways such as 'Spin the Wheel' -T20 Cricket tickets were offered. The cheerful feel of festive celebrations, such as "Eid celebrations, 'Ugly Sweater Day,' was organized by the Talent Empowerment and Growth Department, bringing a unique mix of warm greetings, engagement, and fun.



Employee Recognition and Appreciation

Several activities were conducted throughout the year to acknowledge and celebrate employee contributions, such as International Women's Day, Mother's Day, random acts of kindness, recognition events, and dedicated development days.



Professional Development

Employees were offered a wide range of growth opportunities through initiatives such as the Student Safeguarding Training, Staff Development Day (focused on topics such as becoming a change champion within teams, 'Working Across Cultures: Fostering Belonging, Inclusion, and Professionalism in a Global Workplace,' while 'Managing Your Own Wellbeing While Supporting Others'), and various other leadership workshops. These programs were carefully designed to equip employees with the tools and skills essential for continuous learning, personal growth, and professional development.

Sessions, such as the Empowering Inclusion: Recognizing and Supporting Individuals with Disabilities Workshop, were conducted, further reinforcing the organization's commitment to fostering an inclusive and supportive work environment.



Leadership Training

A series of Franklin Covey programs led by Dr. Nader Rajab focused on enhancing leadership and personal effectiveness. 'The 7 Habits of Highly Effective People' developed participants' personal and professional skills, while 'The 4 Essential Roles of Leadership' equipped leaders to inspire and guide their teams. A follow-up Reinforcement Coaching session ensured practical application, reflection, and lasting impact of the training.



Family and Community

A sense of community was nurtured through initiatives like:

- The International World Book Day Event: TEG Department, in collaboration with the Library department and in partnership with bookstores & retail chains operating in the UAE such as Magrudy's, Bookends, and Bookworld, was organized to promote reading, knowledge sharing, and a culture of learning, encouraging staff and faculty to explore new ideas and connect over a shared passion for literature.
- Additional engagement was facilitated through in-house groups and activities, including the ADU Community and Social Club, Movie Night at Kids Warner Bros, Ferrari World visits, Taste of Abu Dhabi experiences, and Desert Safari excursions, all designed to strengthen camaraderie and foster a vibrant work environment culture.
- 'Who's on Campus?' which provided employees opportunities to connect and engage with colleagues in a relaxed and enjoyable setting at their offices while maintaining their regular work responsibilities during quieter periods on campus.



Emiratization

TEG Department participated in the Tawdheef x Zaheb 2024 career fair at ADNEC. The event connected Emirati talent with leading employers, and ADU's participation reinforced its commitment to supporting Emiratization by providing students and alumni with career opportunities, development resources, and professional networking.

In addition to the above, dedicated engagement and professional development sessions were held to support Emiratization efforts. Abu Dhabi University hosted high school students as part of the MOHRE Work Experience Pilot Program. During this period, students gained practical exposure across various departments and colleges, developing valuable skills and exploring potential career pathways. The initiative reflects ADU's commitment to supporting youth development and preparing future leaders.

Community Relations

2024-2025 marked a period of significant progress and impact for the Community Relations Department. Through strategic engagement with corporate, governmental, and non-governmental entities, we strengthened the university's position as a catalyst for collaboration between academia and industry. Our efforts resulted in expanded partnerships, enriched student opportunities, and sustained philanthropic support, despite external challenges.

Strategic Partnerships and External Engagement

- Signed over 20 Memoranda of Understanding (MoUs) and formal agreements with leading corporate and government entities across the UAE.
- Initiated collaborative discussions in Research & Development (R&D), laying the groundwork for joint innovation projects and long-term investments.
- Facilitated internship placements for current students and job recruitment pathways for alumni, enhancing career readiness and employability.
- Attracted new sponsorships and collaborative projects with ADU and its sister companies, reinforcing institutional visibility and impact.

Academic Industry Integration

- Strengthened the bridge between academia and industry through:
- Co-designed initiatives with external partners
- Joint participation in forums and panels
- Exploration of applied research opportunities aligned with national priorities
- Internships and job opportunities
- Events sponsorships and students support
- CSR and donations
- Chairs and Endowments
- Incubation and Investments
- Assets/facilities/Labs and more

Fundraising and Sponsorships

- Campaigns and Donor Relations: Despite the discontinuation of the annual Ramadan Campaign, we successfully retained 85% of our existing sponsors and 70% of our donor base
- Signed a new fundraising campaign in partnership with Ma'an to be executed in AY 25-26, expanding our philanthropic portfolio and outreach.

R&D and Event Sponsorships

- Secured expanded R&D grant funding, supporting faculty-led innovation and student research.
- Increased event sponsorships, enabling high-impact programming and stakeholder engagement throughout the year.

The Community Relations Department has demonstrated resilience, innovation, and strategic foresight in AY 2024–2025. Our partnerships have not only elevated ADU's institutional profile but also created tangible value for students, alumni, and the broader community. As we look ahead, we remain committed to deepening these relationships and exploring new avenues for collaboration, impact, and growth.



Student Support Achievements

Graduate Attributes Program

In 2024–25, the Student Affairs Department advanced the Graduate Attributes Program (GAP), our four-phase framework for developing industry-ready graduates: Foundation & Self-Discovery, Skill Development & Exploration, Practical Experience & Career Focus, and Transition to Career & Industry. GAP aligns academic learning with co-curricular engagement and career readiness, ensuring every student builds essential skills throughout their journey.

Key initiatives included the Alumni Bootcamp, targeted job adverts, employer visits, career fairs, networking events, and industry talks. GAP activities were complemented by internships, employability labs, and the Career Exploration Series, which provided real-world exposure. Personal branding and portfolio workshops enhanced students' marketability, while the Co-Curricular Transcript (CCT) documented their holistic development. Graduate destination tracking at 6 and 12 months post-graduation provided critical insights for continuous improvement. These initiatives delivered measurable results with employment rate rising to 62% recording a ~6% increase.

Career Services

In 2024–2025, the Employability and Alumni Relations Office (EARO) enhanced student and alumni career readiness through the delivery of 80+ career workshops and employer talks across all campuses. These sessions and workshops equipped participants with practical skills in professional CV/cover letter creation, LinkedIn optimization, and interview preparation. Featuring mock interviews and personalized feedback, the training aimed to strengthen their ability to confidently and effectively present themselves to potential employers, helping them stand out in a competitive job market. Career fairs continued to be a major platform for connecting talent with industry, with 80 companies participating in the AD Career Fair and 40 in the AA Career Fair during 2024–2025. In addition, 122 one-on-one career advising sessions were conducted, offering tailored guidance to students and alumni. More than 463 job postings were shared, directly linking candidates to employment opportunities.

Employer Initiatives

The Employability and Alumni Relations Office (EARO) drove significant employer engagement in 2024–2025. They led the Industry Engagement Program (IEP), enriching the ADU employer database with over 400 records. Relationships were further enhanced with the ADU Community Card for Employers, providing partners with exclusive offers. The office hosted the Employer Excellence Forum 2025, which convened 72 companies (including over 35 ADU alumni representatives) to honor and celebrate their commitment to student and graduate success, thus deepening strategic partnerships.

Student Support and Engagement

In the 2024–2025 academic year, ADU Connect was fully implemented as the central platform for documenting and managing co-curricular events and student engagement. The Student Affairs Department led this success, hosting 803 events across both campuses with 30,658 attendees, generating 260 co-curricular transcripts and achieving an engagement rate of 66% at Al Ain Campus. The platform's reach

extended beyond Student Affairs to all several administrative units, notably to the Academic Success Center (51 events, 1,600+ attendees). Event alignment with ADU Graduate Attributes was strongest in Effective Communication, Teamwork, and Leadership, with opportunities to grow programs in digital literacy, innovation, and social responsibility. Community service participation reached 30,076 hours this year, with 8,121 off-campus—supporting the UAE’s “Year of Community” initiative. **Retention Initiatives**

In 2024–2025, ADU Connect’s co-curricular transcript feature empowered students to showcase skills such as leadership, teamwork, and communication, gained through over 800 documented events, enhancing their employability prospects. This year also marked the launch of ADU’s tech-enabled Framework for Students of Determination (SOD), aligning with UAE Law No. 29/2006 and Vision 2030. The system offers personalized accommodation plans, a SOD Teaching Guide for faculty, and an automated platform for real-time service requests. SODs participated as leaders in clubs, national initiatives, and policy programs, contributing to inclusive event design and peer mentorship. The impact was significant, with 40% growth in SOD enrolment.

Internship Achievements

The EARO achieved 100% internship placement for a total of 1,679 interns over the 2 academic years –723 in 2023–24 and 956 in 2024–25. To strengthen the program, a pre-internship course was developed and is now mandatory for all students prior to starting their internships, ensuring they are fully prepared for the professional environment. In addition, all internship processes, procedures, and forms were reviewed and updated to align with the new Ministry of Education OBEF framework. The program continues to provide eligible students with relevant industry experience, supporting experiential learning, and career readiness across all campuses.

Alumni Engagement

In 24–25, EARO hosted a series of major events across campuses, with 2 alumni reunions for the Colleges of Business (COB) and Health Sciences (CHS), bringing together 300 alumni and 200 alumni respectively for networking, knowledge sharing, and community building. The year also featured a diverse range of career and networking initiatives with the Career Fair 2024 offering 450 job opportunities through 58 companies attracting 1,200+ attendees. The Al Ain Career & Business Fair 2024 connected 17 companies with 12 student-run businesses. The Career Fair 2025 (AD and AA) collectively offered 1,040 job opportunities through 120 companies. Additionally, the Student & Alumni Entrepreneurs Showcase highlighted 47 businesses from both groups. The Employer Excellence Forum 2025 celebrated outstanding employers, bringing together 72 companies, with over 35 represented by ADU alumni.

A key milestone this year was the successful election of the ADU Alumni Association’s new board, strengthening alumni representation and leadership in the university community. EARO also furthered engagement through targeted programs and services with 965 alumni participating in these activities. An employer database and job board were developed, adding over 400 companies to the Industry Engagement Program. Personalized support was provided to more than 136 alumni job seekers through 6 Employability Bootcamp sessions, 6 Alumni Spotlight sessions and 1 Alumni Podcast episode. Alumni benefits were further enhanced through the distribution of 1,145 alumni benefit cards and 550 ADU community cards.

Student Recognition

The Ambassadors Program and student volunteering remain central to co-curricular development, driven by the Student Engagement Office – AD and Student Affairs – AA. A key strategic asset is the Co-Curricular

Transcript (CCT), an AI-enhanced record that provides verifiable documentation of student achievements in leadership, communication, and teamwork, event management, problem-solving, and cultural awareness, supplementing academic transcripts for career advancement. These efforts culminated in the annual Student Recognition Gathering, where 300 students and 40 prefects were honored, including 200-star trophies awarded for exceptional dedication, demonstrating the positive impact of active campus engagement.

Student Clubs

Student clubs at Abu Dhabi University have undergone a remarkable transformation, embracing trends in technology, culture, and sustainability while aligning with UAE initiatives such as the Year of Community. Guided by the Student Engagement Office at Abu Dhabi Campus and the Student Affairs Department at Al Ain Campus, the 56 clubs across campuses have become dynamic platforms for creativity, collaboration, and purposeful engagement. Over the past year, they organized 152 events with 1,569 active members, enriching campus life through club fairs, cultural diversity celebrations, National Day programs, orientation events, sustainability campaigns, and external collaborations. These clubs have achieved national recognition, including winning the Golden Tolerance Shield for three consecutive years, showcasing their excellence, innovation, and commitment to unity and cultural understanding.

Sustainability is a core focus, with four student-led projects completed this year and plans to expand next year. 171 students engaged in environmental sustainability activities, reflecting a growing dedication to eco-conscious practices.

Student Wellbeing

In 2024–2025, Student Affairs transformed counselling services with the launch of a fully automated Student Counseling System, seamlessly integrated with PeopleSoft. This innovative platform enables counselors to access real-time academic progress, monitor emotional and mental health indicators, and receive feedback from both students and their faculty. The system's comprehensive features streamline case management, allowing for more timely and targeted interventions. Centralizing student data allows counselors to deliver personalized support plans that proactively merge academic and wellbeing needs, elevating service quality and directly linking mental health to student success.

Sports and Wellness

Sports and Wellness achieved significant success across competition, community impact, and technology in 2024–2025. Key competitive highlights include 2nd place finishes for both Men's and Women's Basketball (Western Conference) and a 3rd place finish for Men's Football (UAE Games University League). Overall student participation surpassed 1,000 individuals. A major strategic development was the AI-powered Sports and Wellness Web App, an in-house platform dedicated to holistic athlete development and digital skill building. This innovation was recognized externally, resulting in the program being shortlisted for the prestigious SPIA 2025 Best Use of Technology Award, a testament to our vision of empowering student-athletes to excel in sports, mindset, and 21st-century skills. We also deepened community engagement through a impactful partnership with the Zayed Higher Organization and the Special Olympics Federation, conducting three student competitions and workshops culminating in a formal MOU request.

Student Council

The Student Council (SC) acts as the official student voice, collaborating closely with senior leadership across all campuses, acting under the guidance of Student Engagement Office across Abu Dhabi and Al Ain campuses to ensure student needs are addressed. The 2024–2025 year was marked by high engagement: the SC held nine strategic meetings with university units, hosted Town Halls attracting over 400 students, and conducted 11 student surveys to gather essential feedback. Beyond formal representation, the SC was a key partner in all major university events (like Welcome Days, Orientation and Cultural), led awareness campaigns, sustainability initiatives, facility improvement projects, and championing inclusivity by including People of Determination.





ABU DHABI UNIVERSITY



جامعة أبوظبي



Knowledge is Authority
and Wisdom is Lead

معرفة هي السلطة
وحكمة هي القيادة