

# UNIVERSITY STRATEGY AND GOVERNANCE COMMITTEE



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

## Bylaws

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

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

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


	Ms.	Dana Ghazi Saleh	Staff Representative
	Ms.	Violet Sarah Prince	Student Representative

## Agenda

### Actions

**Topic** Updates on Academic Program Approvals and Accreditations  
**Action** Dual & Joint Degrees: Each college must submit at least two dual/joint degree proposals; provost to coordinate and resolve credit requirements.


**Responsible Personnel**

 Mohammed Parakandi

**Due Date**   
**Action Type** Old Business   
**Action Status** Open  [Update Complete](#)

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


**Responsible Personnel**

 Mohammed Parakandi

**Due Date**   
**Action Type** Old Business   
**Action Status** Open  [Update Complete](#)

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


**Responsible Personnel**

 Mohammed Parakandi

**Due Date**   
**Action Type** Old Business   
**Action Status** Open  [Update Complete](#)

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

**Responsible Personnel**

 Mohammed Parakandi

**Due Date**   
**Action Type** Old Business   
**Action Status** Open  [Update Complete](#)

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

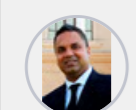
**Responsible Personnel**

 Montasir Qasymeh

**Due Date**   
**Action Type** Old Business   
**Action Status** Open  [Update Complete](#)

**Topic** ADU Rankings and Achievements  
**Action** Accelerate internationalization by allocating budget for faculty exchanges and implementing incentives to boost student mobility and global partnerships.

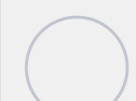
**Responsible Personnel**

 Stephen D Cunha

**Due Date**   
**Action Type** Old Business   
**Action Status** Open  [Update Complete](#)

**Topic** Global and Industry Engagement  
**Action** Allocate budget for regular faculty exchanges, implement incentives for student mobility, and broaden partnership criteria to include more universities globally.


**Responsible Personnel**

 Sherine Farouk

**Due Date**   
**Action Type** Old Business   
**Action Status** Open  [Update Complete](#)

**Topic** Vision 2027 Overview: Key Points for the formulation plan (Board item)  
**Action** Continue to monitor and address underperforming KPIs—especially in student retention, graduation rates, faculty exchange, and sustainability—by allocating necessary resources and ensuring alignment with the Vision 2027 strategic plan and national frameworks.

**Responsible Personnel**

 Stephen D Cunha

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)

**Topic** **Action**  
Financial Health: Revenue vs. Target – Enrollment and Credit Hours Continue financial planning to support faculty and infrastructure growth, and accelerate diversification of revenue streams to ensure long-term sustainability.


**Responsible Personnel**

 Ibrahim Charles Louka

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)

**Topic** **Action**  
CRD - Institutional Funding Progress Report Continue efforts to diversify funding sources, especially by increasing industry partnerships and sustainable revenue streams.

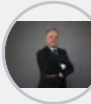
**Responsible Personnel**

 Sarah Al-Hashimi

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)

**Topic** **Action**  
Student Experience and Satisfaction Report Finalize and implement the job portal for comprehensive data capture, and further embed employability drivers into the curriculum.


**Responsible Personnel**

 Chakib Farhat

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)

**Topic** **Action**  
Faculty Hiring Status Proceed with faculty hiring as planned, pending Finance Committee approval, and address shortages in specific colleges.


**Responsible Personnel**

 Hamad Odhabi

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)

**Topic** **Action**  
Risk Management: Observations and Mitigation Status Monitor and address resource needs for enrollment growth and ensure sustainability of branch campuses.


**Responsible Personnel**

 Hamad Odhabi

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)

**Topic** **Action**  
Dubai Campus Growth: Challenges and Action Plan Prepare and present financial and facility plans to the board for approval to launch undergraduate programs at the Dubai campus.

**Responsible Personnel**

 Hamad Odhabi

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)

**Topic** **Action**  
Financial Aid and Sponsorship Overview Continue financial planning to support faculty and infrastructure growth, and accelerate diversification of revenue streams to ensure long-term sustainability.

**Responsible Personnel**

 Ibrahim Charles Louka

**Due Date**  **Action Type**  **Action Status**  [Update Complete](#)