



A bridge between
civilisations

STRATEGIC PLAN 2014 - 2018



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ANNIVERSARY

Celebrating 10 Years of
Paris-Sorbonne University Abu Dhabi

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ENVIRONMENTAL ANALYSIS

As an institution, Paris-Sorbonne University Abu Dhabi enjoys many favourable circumstances and unique opportunities that should be fully employed to the benefit of the institution.

These include:

- Support from the Abu Dhabi Government in the form of funding, provision of skilled nationals, interest in French heritage and educational approach
- The Abu Dhabi Policy Agenda and Economic Vision 2030 which (a) promotes an exceptional labour market characterised by very skilled and qualified candidates, (b) positions Abu Dhabi as a cultural hub and (c) highlights the increasing demand for skilled nationals
- As a world class humanities university, Paris-Sorbonne University Abu Dhabi can greatly enrich local society and contribute to addressing the issues that face it
- Globalisation and interest in the Arab Middle East potentially has positive implications on student numbers, attraction of high quality staff and production of research that is both relevant and beneficial to Abu Dhabi and the region

At the same time, Paris-Sorbonne University Abu Dhabi faces major challenges in the rapidly evolving environment for higher education.

These include:

- Potential Student Population: Challenges are related to student retention, French language barriers, readiness for Paris-Sorbonne University Abu Dhabi's academic programmes, education cost at Paris-Sorbonne University Abu Dhabi and instability in the region
- Culture and image: As a young institution, the university is still struggling with questions about its identity, its association with local culture and image
- Sustainable supply of quality faculty, salary structure, teaching loads and modes of delivery
- Financial and human resources: Competition for high-quality faculty and staff, both local and non-local, concern about level of state expenditure on higher education, achievement of financial targets and break-even position by a certain date
- Match between Abu Dhabi's economic orientation, labour market needs, supply of the Emirate's school systems and Paris-Sorbonne University Abu Dhabi's offering and teaching style: Volatile international and regional economic settings means expected change in workforce and market needs change in the near future
- Alternative supply of higher education/intensifying international competition: Many high-achieving students have the opportunity to enrol in other universities and abroad



VISION AND MISSION STATEMENT

VISION

Paris-Sorbonne University Abu Dhabi is committed to the renowned excellence and worldwide recognition of Francophone education. Assimilated to the UAE national context, it is an exceptional model of learning and knowledge development that aims to create global leaders and thinkers and promote dialogue of cultures and civilisations.

MISSION STATEMENT

To create and maintain a university in which, for the benefit of the UAE and the world, the core competencies and rich heritage of Paris-Sorbonne University stimulate intellectual excellence, innovation, critical thinking, harmonisation of cultures and the development of knowledge.

CORE VALUES

Our community embraces four, mutually reinforcing, core values that set the standard for how we conduct ourselves at the university and how we communicate with others in order to best serve our students:

- Academic Excellence
- Freedom of Thought
- Ethical Integrity
- Cultural Diversity

KEY PRIORITY AREAS

To advance its ultimate vision and mission statement as articulated in this strategy document, Paris-Sorbonne University Abu Dhabi shall focus its efforts on five key priority areas (KPA's).

These are: academics and growth, sustainability, knowledge creation and transfer, community outreach and image and the student experience (a full description of each priority area is listed in the following section). These interrelated priority areas touch upon almost every function within the university and serve to lay out the foundations for how the university will seek to achieve its vision and mission statement.

The five priority areas describe these strategic zones of responsibility for the university that the strategic plan will focus on. The decisions made in this strategy document are the result of an intensive consultation process that included internal and external stakeholders. The process also included a thorough examination of policy papers, the government's strategy and vision documents and several other relevant documents. As part of the reiterative approach to developing Paris-Sorbonne University Abu Dhabi's strategic plan, key stakeholders had the opportunity to review several drafts of the strategy document until a revised and semifinal version was submitted to the university's Management Council on June 28th 2013 for further feedback, final approval and endorsement. Further revisions were made based on feedback from the Management Council and are reflected in this final strategic plan document.

PRIORITY AREA 1 ACADEMICS AND GROWTH

PRIORITY AREA 2 SUSTAINABILITY

PRIORITY AREA 3 KNOWLEDGE CREATION AND TRANSFER

PRIORITY AREA 4 COMMUNITY OUTREACH AND IMAGE

PRIORITY AREA 5 THE STUDENT EXPERIENCE

DESCRIPTION OF THE FIVE KEY PRIORITY AREAS

ACADEMICS AND GROWTH

PRIORITY AREA 1

Paris-Sorbonne University Abu Dhabi aspires to build upon Paris-Sorbonne University's outstanding reputation for academic excellence as measured by international competitiveness, in order to create a stimulating, creative and adaptable, as well as intellectually and financially sustainable learning and teaching culture. This priority area is concerned with transforming Paris-Sorbonne University Abu Dhabi into a platform that attracts the very best teachers and students from a diverse and international background and enabling those students to realise their full potential and make a valued contribution to the country and society.

Paris-Sorbonne University Abu Dhabi strives to be an exemplary employer and a positive influence in the local community. The university will provide an environment where all employees have opportunities to develop their potential and where there is a shared passion for excellence and a commitment to respect for one another.

Paris-Sorbonne University Abu Dhabi's academic staff should be engaged in identifying and embracing the best pedagogical practice at all levels to ensure the consistent delivery of a high quality educational experience for students. University staff will have access to opportunities for development in teaching and learning support. Teaching excellence strategies and the best of local practice will be shared across the university. At the same time, the university seeks to focus on both the profile and commitment level of the required world-class teaching talent. The university will put mechanisms and measures in place to ensure that every staff member, whether resident or assignment-based, is committed to the role they play in the success of the university. There will also be mechanisms to develop the skills and flexibility required to meet the university's changing workforce requirements.

In order for Paris-Sorbonne University Abu Dhabi to play its envisioned role and have visible impact in addressing the complex issues facing the country, the region and the world, the university must harness its intellectual resources and provide structure for cross-disciplinary education at the university level. Paris-Sorbonne University Abu Dhabi will engage in the sustainable development model: an increasingly popular prototype for the development of multidisciplinary undergraduate study programmes that builds upon existing subject expertise, has high social and economic relevance and impact and achieves international distinction. Paris-Sorbonne University Abu Dhabi will also create an environment that promotes and facilitates cross-disciplinary collaborations to offer targeted training programmes and other education initiatives of high social impact.

SUSTAINABILITY

PRIORITY AREA 2

As a responsible institution and a body in receipt of public funds, Paris-Sorbonne University Abu Dhabi dedicates itself to ethical and responsible stewardship of its financial and physical resources. The university will actively seek and embrace tools and strategies to create and enhance sustainable practices in all facets of our operations and seek to lead in the global quest for a sustainable future.

As such, Paris-Sorbonne University Abu Dhabi aspires to become an efficient university while remaining strongly committed to maintaining academic and administrative excellence. This commitment will involve innovative and flexible steps, such as requiring academic departments to develop transparent workload policies, assessing and reviewing the number of under-enrolled sections and highly specialised courses, better use of capacity for summer sessions, identifying and adopting efficient approaches to increase enrolment, taking a more entrepreneurial approach to service delivery, consolidating specialised services and embracing sustainability. The university endeavours to achieve a sustainable and resilient financial position to support its vision and mission statement and academic positioning on an ongoing basis.

Paris-Sorbonne University Abu Dhabi intends to maximise organisational effectiveness by designing and institutionalising supportive management and governance systems. The university will adopt and adapt best practice governance and management, for optimal administration, management of resources and faculty, staff and student services. Also as part of maximising organisational effectiveness and providing effective and efficient support, the university will focus on developing a service-oriented culture in which improved internal processes are developed and implemented. The university will also maintain a sustainable physical and ICT infrastructure that meets student expectations, attracts high quality staff and delivers the university's organisational and academic objectives.

KNOWLEDGE CREATION AND TRANSFER

PRIORITY AREA 3

The creation of new knowledge that will benefit society is at the heart of Paris-Sorbonne University Abu Dhabi's vision. Significant changes in the research environment around the world require new approaches to achieving and sustaining research excellence. As the boundaries between basic and applied research become more blurred, universities and research institutions around the world are increasingly leaning towards the establishment of new structures for cross-disciplinary research. Such structures are seen as more capable of achieving visible impacts in addressing today's complex issues and demonstrating added value in resolving high priority social problems.

While researchers must be free to follow any line of study they choose, a more strategic focus is needed for university investment in both disciplinary and cross-disciplinary work. In turn, this will help Paris-Sorbonne University Abu Dhabi to attract, enable and empower researchers in well-resourced and well-maintained environments.

Paris-Sorbonne University Abu Dhabi plans to build upon Paris-Sorbonne University's excellent reputation for leadership and competitiveness in research in order to create an innovative, relevant and rewarding, as well as intellectually and financially sustainable research culture. The university intends to identify and pursue appropriate programmes of world-class research that serve the local policy agenda, utilise the research talent and capabilities of existing staff and attract leading research staff and research students.

As such, Paris-Sorbonne University Abu Dhabi will carefully draft a research agenda that will be highly valued by and relevant to Abu Dhabi. Paris-Sorbonne University Abu Dhabi aims to develop and implement an integrated and coherent university-wide approach to planning, delivering, managing and funding its research in a manner that demonstrably supports researchers engaged in the areas identified in the research agenda.

Paris-Sorbonne University Abu Dhabi will also develop a research policy document that clearly articulates the planned approach to all matters related to research activities including full life-cycle of a research project, selection/tendering, funding strategies, rules to apply for and manage grants and in-country and/or international collaboration plans. Paris-Sorbonne University Abu Dhabi's research policy document will lucidly define the university's position on relevant and contemporary issues such as entrepreneurial research activity either among faculty or those wishing to engage faculty, faculty/industry relationships, commercialisation of patents, sensitivity to real-world problems and advancements, networks development for student opportunity. These activities address real-world problems that are relevant to the country, lead to major research advancements and develop important networking for student opportunities.

COMMUNITY OUTREACH AND IMAGE

PRIORITY AREA 4

The outreach quest of any university that is publicly funded (whether fully or partially) is central to that university's germaneness, relevance and connectedness to the government. Outreach takes many shapes from continuing-education programmes for the community to training working professionals and new public sector staff.

Fundamental changes in outreach and public service approaches have recently pushed the relatively new transition from on-campus to off-campus coursework even further. Modern approaches dictate that community outreach efforts must become the holistic and reciprocal application of knowledge to strengthen individuals, communities, businesses and even whole economies. In that sense, Paris-Sorbonne University Abu Dhabi strives to become an economic development catalyst that plays this vital role in Abu Dhabi as well as in the university's larger environment.

Paris-Sorbonne University Abu Dhabi recognises that to achieve its strategic aims it must communicate highly effectively with its key audiences and stakeholders. As a responsible institution and a body in receipt of public funds, the university will strive to ensure that its communications are at all times informed by the principles of openness, transparency and consistency.

Paris-Sorbonne University Abu Dhabi will maintain an effective and open dialogue with a diverse range of audiences. These audiences and stakeholders include: staff, students, prospective students and staff, board members, decision makers, press and media, local residents, business and community groups, higher education policy makers, research funding bodies, alumni, donors and employers.

Responsibility for guiding the university's communications, providing appropriate support and ensuring adherence to principles noted above lies with members of Paris-Sorbonne University Abu Dhabi's Management Council. This responsibility can be delegated to the university's communication department with appropriate governance from the Management Council.

Paris-Sorbonne University Abu Dhabi aims to selectively pursue advanced delivery technologies and strategic alliances among multiple departments, as well as with external entities (including local and regional universities, continuing education, conferences and appropriate institutes and public broadcasting) to position the university to serve Abu Dhabi, the UAE and beyond. Envisioned plans include using the campus as key delivery nodes and as hubs for cultural events, sharing faculty and programmes, utilising the local presence of high profile visiting professors and expanding offered programmes for non-traditional students.

A reliable, flexible and innovative Information Communications Technology (ICT) infrastructure will be fundamental to the successful delivery of the strategic plans associated with this Community Outreach and Image priority area. In addition to the web, as the university's primary store of consistent facts and information, social media outlets will be utilised as appropriate.

THE STUDENT EXPERIENCE

PRIORITY AREA 5

Producing creative thinkers and leaders is at the heart of Paris-Sorbonne University Abu Dhabi's vision and mission. Graduates from the university will carry with them not only their academic and learning experience, but also their experience with registration, orientation, interactions with academic and administrative staff, library, campus, advising and career counseling and all other aspects of a student's life. A student's experience starts with their first enquiry about the university's programmes and continues after graduation and throughout their engagement as alumni.

Paris-Sorbonne University Abu Dhabi aspires to build a reputation for a distinguishing and high-quality student experience enjoyed at the university. Student life at Paris-Sorbonne University Abu Dhabi and the university's ambience at large, should also be compatible with and deep-rooted in, the authentic and aesthetic appeal of a traditional Francophone university such as Paris-Sorbonne University.

Improving the student experience at Paris-Sorbonne University Abu Dhabi will be achieved by developing and embracing holistic, innovative, university-specific plans and ideas as well as enhancing and enriching the distinctive kinds of student services and experiences currently offered at the university. As part of this strategic focus, Paris-Sorbonne University Abu Dhabi aims to ensure all offered and planned services and experiences are capable of supporting the student learning experience, meeting student residential and social needs, providing effective student support services and promoting personal development and employability.

Also as part of this strategic focus, Paris-Sorbonne University Abu Dhabi aims to increase student participation in university life by actively and regularly seeking student's feedback, benchmarking against models of excellence in providing quality student experience and enhancing the ways in which students actively and positively mix with one another and with the academic and administrative programmes.

ACADEMICS AND GROWTH PRIORITY AREA 1

Two key objectives were identified under the Academics and Growth priority area. These objectives are fully described in the following section. For each objective, a number of key measures (KPIs) were agreed upon by relevant working groups.

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 1.1

To develop Paris-Sorbonne University Abu Dhabi and put it at the forefront of distinctive learning environments, unique academic offerings and effective delivery methods.

Paris-Sorbonne University Abu Dhabi will embrace multi-dimensional initiatives to ensure success in preparing exceptionally competent graduates. The combination of these initiatives will give graduates relevant skills, high specialist knowledge and a critical understanding of professional practice. Paris-Sorbonne University Abu Dhabi will ensure its students receive an active learning experience in an intellectual environment that both contributes to their personal development and prepares them for the workplace by engaging relevant industries/potential employers and seeking their feedback. At the same time, the university will periodically review and assess its academic offering and enhance the professional experience of its courses through industrial internships and practical projects. Paris-Sorbonne University Abu Dhabi will ensure its faculty are following the best teaching and active learning practices.

KPIs 1.1

1.1.1

Paris-Sorbonne University Abu Dhabi has identified and developed its own model of active learning: one which is appropriate to the university's vision and meets the specific requirements of its stakeholders

1.1.2

Courses at Paris-Sorbonne University Abu Dhabi's undergraduate study programmes amenable to active learning and credit earning internships have been identified

1.1.3

Curriculum of courses in programmes identified as amenable to active learning methods and internships have been revised and enriched with active learning components

1.1.4

Active learning is included as a dimension for evaluation in:

- Faculty review
- Course portfolio assessment

1.1.5

Percentage of programmes that:

- Forecast future student demand including trends in demands for major fields
- Link student learning outcomes to market needs as evidenced by the existence of back up studies

1.1.6

A minimum of one new major cross-disciplinary programme of education is developed and offered every 4-5 years

1.1.7

Teaching excellence strategies and university-agreed minimum teaching standards are:

- Developed and approved
- Incorporated into the faculty assessment process

1.1.8

Percentage of surveyed stakeholders who are 'satisfied or strongly satisfied' with the academic standards demonstrated by Paris-Sorbonne University Abu Dhabi

1.1.9

Percentage of Paris-Sorbonne University Abu Dhabi's graduates who are seeking jobs are in full-time employment within 12 months of graduation

1.1.10

Paris-Sorbonne University Abu Dhabi's own TA programme model is developed and implemented

STRATEGY 1.1

1.1.A

Promote learning in an intellectual environment that contributes to personal development, in preparation for the workplace and other forms of societal engagement

1.1.B

Periodically review and assess portfolio of academic offerings

1.1.C

Promote a culture of excellence in teaching and modes of delivery

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 1.2

To nurture, recruit, develop and retain the best teaching faculty in the region. To create the team and competencies that can deliver an exceptional learning experience.

Paris-Sorbonne University Abu Dhabi will launch several initiatives that will be underpinned by the comprehensive strategic objective of attracting and retaining high quality faculty. An important part of this effort will focus on nurturing and developing a cohort of talented Emiratis to teach and lead at the university in the upcoming years. Paris-Sorbonne University Abu Dhabi will also invest in a new and revised orientation programme for new and visiting faculty to ensure they are well prepared to deliver an excellent teaching experience that is in line with the high standards expected of the university's faculty. In addition, faculty recruitment and development plans and arrangements will be revised in order to ensure these act as an incentive to attract the best faculty, guarantee improved performance and provide a more integrated service across the university.

KPIs 1.2

1.2.1

A Talent Management Programme (TMP) that targets Emiratis is developed, operationalised and announced to the public

1.2.2

Number of Emiratis enrolled at the TMP:

- In the academic/research track
- In the higher education administration/leadership track

1.2.3

Revised and updated comprehensive faculty orientation programme in place

1.2.4

Percentage of new faculty who indicate they are 'satisfied' or 'very satisfied' with the orientation programme and find it useful as measured in September of every year

1.2.5

Compensation packages and professional development opportunities are at a level comparable to benchmark universities and averages according to a periodic (once every three years) study of the market:

- For faculty
- For administrative leadership

1.2.6

Annual turnover rate (number of employees who left Paris-Sorbonne University Abu Dhabi during a calendar year as the numerator and average number of employees during the same year as denominator):

- Faculty turnover rate
- Admin staff turnover rate

1.2.7

Percentage of faculty staff who 'agree' or 'strongly agree' with the statement that, overall, they are satisfied with their Paris-Sorbonne University Abu Dhabi experience:

- For faculty
- For administrative leadership

STRATEGY 1.2

1.2.A

Develop a Talent Management Programme (TMP) for current and future Emirati faculty and staff

1.2.B

Develop a robust orientation programme for new and visiting faculty

1.2.C

Review faculty recruitment and development plans and arrangements in order to ensure these act as an incentive for improved performance and provide a more integrated service across the university

SUSTAINABILITY

PRIORITY AREA 2

Three key objectives were identified under the Knowledge Creation and Transfer priority area. These objectives are fully described in the following section. For each objective, a number of key measures (KPIs) were agreed upon by relevant working groups.

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 2.1

To assess profitability of offered academic programmes and feasibility of proposed academic programmes, optimise programme offering and ensure that the credit transfer system is well communicated and comprehended: all without compromising Paris-Sorbonne University Abu Dhabi's vision and mission statement.

Paris-Sorbonne University Abu Dhabi will periodically conduct profitability studies of current academic programmes as well as feasibility studies of proposed academic programmes. Taken together, these two developments will help Paris-Sorbonne University Abu Dhabi improve their academic offering and systematically monitor their long term economic sustainability. Also as part of this overall effort, the university will continuously observe the quality and relevance of the academic offerings at pertinent universities while ensuring that these universities are aware of the high quality of Paris-Sorbonne University Abu Dhabi's academic courses (and as a result their credit value). Paris-Sorbonne University Abu Dhabi's credit transfer system is built with mobility in mind. This is an important message that needs to be clearly and constantly communicated not only to students interested in transferring to Paris-Sorbonne University Abu Dhabi from other universities, but also to Paris-Sorbonne University Abu Dhabi's students who wish to transfer to other universities for any reason. The message should also be clearly communicated to admission staff in charge of accepting credit transfers at receiving universities.

KPIs 2.1

2.1.1

Top 3 poorly attended programmes are identified each academic year and reported to MC with analysis and actionable recommendations

2.1.2

Practices related to annual programme feasibility and profitability assessment are institutionalised and scheduled on a periodic basis

2.1.3

Change in the percentage of students transferring to Paris-Sorbonne University Abu Dhabi from other universities each academic year compared to the total student population during that academic year

2.1.4

Change in the number of universities that accept students transferring from Paris-Sorbonne University Abu Dhabi to pursue their studies at these universities

STRATEGY 2.1

2.1.A

Periodically conduct profitability studies for current academic programmes and feasibility studies for proposed academic programmes to better understand the economic implications and guide decision-making in this area

2.1.B

Launch an effort to optimise, promote and communicate Paris-Sorbonne University Abu Dhabi's current credit transfer system for students transferring from other universities. At the same time, ensure that other universities recognise the value of Paris-Sorbonne University Abu Dhabi's degrees and accept full credit transfers for students joining them from Paris-Sorbonne University Abu Dhabi

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 2.2

To develop innovative, strong and sustainable revenue sources to become less government reliant.

In order for Paris-Sorbonne University Abu Dhabi to secure financial sustainability, the university will launch two new initiatives to increase its student enrolment numbers and build revenue generating programmes. The first initiative will focus on developing an ambitious, innovative and integrated Student Recruitment and Retention (SRR) strategy that is based on a strong understanding of the market and a sound analysis of prospective students' profile and needs. The other initiative will develop and implement a plan to establish a comprehensive Continuing and Executive Education Programme (CEEP). This programme will be based on an assessment of currently available continuous learning opportunities and understanding educational gaps and needs.

KPIs 2.2

2.2.1

Student Recruitment and Retention (SRR) strategy developed and approved

2.2.2

Continuing and Executive Education Programme (CEEP) established and operationalised

2.2.3

Retention rates for first year students studying the intensive French as a Foreign Language (FLE) programme

2.2.4

Retention rates for the first year of undergraduate study programmes as measured in numbers collected in the second intake

2.2.5

The impact of the adopted SRR strategy as measured by an increase of total student enrolment numbers that are captured in the final April statement

2.2.6

Income generated by CEEP each academic year

STRATEGY 2.2

2.2.A

Establish a committee to revise and develop an ambitious, innovative and integrated Student Recruitment and Retention (SRR) strategy that cascades from Paris-Sorbonne University Abu Dhabi's new strategy and is consistent with its new spirit and direction

2.2.B

Develop and implement a plan to design and introduce a comprehensive Continuing and Executive Education Programme (CEEP)

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 2.3

To enhance Paris-Sorbonne University Abu Dhabi's governance and administration and establish a robust and efficient operations platform on which to grow.

To provide effective and efficient administrative support, Paris-Sorbonne University Abu Dhabi will embark on an initiative that emphasises a lean and scalable structure, an efficient governing board, documented processes that have been revised and improved to cater to a service-oriented culture and improved institutional administrative effectiveness. In addition, Paris-Sorbonne University Abu Dhabi will revise its operational platform and create an automated budgeting model that help control costs and generate additional efficiencies. Lastly, Paris-Sorbonne University Abu Dhabi is developing and implementing its first comprehensive strategic plan through a participatory, university-wide process. As part of the effort to institutionalise the strategic planning process, the university will start publishing an annual, organisational performance-based report that lists accomplishments on key strategic issues. Departments and administrative units will also be required to develop their own specific strategic plans that cascade from the university-wide strategic plan.

Taken together, these initiatives will help Paris-Sorbonne University Abu Dhabi ensure that organisational effectiveness is constantly enhanced and that the university is progressing towards its set purposes of sustainability.

KPIs 2.3

2.3.1

Governance and operating model of Paris-Sorbonne University Abu Dhabi's committees is periodically reviewed and assessed; findings and recommendations are presented to the Management Council for consideration and approval

2.3.2

Guidelines and rules developed to support the Management Council and facilitate preparation for its meetings

2.3.3

Policies and procedures have been fully developed, reviewed, updated if necessary, documented and posted on the intranet for the following departments:

Under VC:

- Communication

Under DVC Academics:

- Academics
- Library
- Students Affairs
- Admission
- Recruitment

Under DVC Admin:

- HR
- Finance
- IT
- General Services

2.3.4

Percentage of faculty and staff who attended the procedures orientation sessions:

- Faculty
- Staff

2.3.5

Percentage of faculty and staff who indicate that policies and procedures are accessible and easy to understand and follow in a satisfaction survey

2.3.6

Administrative unit structure is reviewed and aligned every three years to deliver services effectively and efficiently

2.3.7

The percentage of administrative units that have developed their own strategic plans

2.3.8

Paris-Sorbonne University Abu Dhabi budget fully automated

2.3.8

Mandated use of standardised reports that employ efficient and simple to use templates to:

- Implement approved policies and procedures issued for monthly and yearly financial statement closing and reporting
- Engage all available IT resources in mandating and standardising financial reports
- Customise/enhance new reports that support management in decision-making

STRATEGY 2.3

2.3.A

Review, assess and develop recommendations to improve current organisational setups, policies and procedures and institutional administrative effectiveness

2.3.B

Improve financial practices and create a fully automated budget model to help control costs and generate additional efficiencies

KNOWLEDGE CREATION AND TRANSFER

PRIORITY AREA 3

Three key objectives were identified under the Knowledge Creation and Transfer priority area. These objectives are fully described in the following section. For each objective, a number of key measures (KPIs) were agreed upon by relevant working groups.



OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 3.1

To develop Paris-Sorbonne University Abu Dhabi's research agenda, strategy and policies in light of governmental priorities, research policy areas and unique research capabilities of the university, Paris-Sorbonne University and partner universities.

KPIs 3.1

3.1.1

A Research Task Force (RTF) is established

3.1.2

A list of key research areas will be identified by the RTF and announced to employees and all faculty as Paris-Sorbonne University Abu Dhabi's internal research agenda

STRATEGY 3.1

3.1.A

Establish a Research Task Force to identify Paris-Sorbonne University Abu Dhabi's targeted key research areas followed by the establishment of an Advisory Board that provides high level guidance and support to Paris-Sorbonne University Abu Dhabi's research undertaking

3.1.B

Convert Paris-Sorbonne University Abu Dhabi's research agenda into specific, department-level research strategies and initiatives

OBJECTIVE 3.2

To develop, invest in and nurture an innovative, entrepreneurial, cross-disciplinary when possible and world-class research environment and culture at Paris-Sorbonne University Abu Dhabi to support excellence in research, practice and innovation so that Paris-Sorbonne University Abu Dhabi will be at the forefront of research in the development and delivery of knowledge transfer.

STRATEGY 3.2

3.2.A

Support leading quality in research and innovation through appropriate staffing strategies and innovative capacity-building plans

3.2.B

Develop, invest in and nurture an innovative, entrepreneurial, cross-disciplinary and world-class research environment, culture, curriculum and organisational set-up

OBJECTIVE 3.3

To ensure funding and research sustainability.

STRATEGY 3.3

3.3.A

Explore opportunities and develop plans that safeguard the continuous funding of research activities

COMMUNITY OUTREACH AND IMAGE

PRIORITY AREA 4

Two key objectives were identified under the Community Outreach and Image priority area. These objectives are fully described in the following section. For each objective, a number of key measures (KPIs) were agreed upon by relevant working groups.

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 4.1

To establish a recognisable, solid image and enhance regional visibility and reputation to become globally recognised as the region's top Francophone university.

Paris-Sorbonne University Abu Dhabi will seek to improve its understanding of how it is perceived by the public in Abu Dhabi as well as in the region. This will be the first step towards developing a distinctive image for the university and enhancing its regional and international visibility and reputation as the region's top Francophone higher education institute. The development of a top notch internal and external communication strategy, that utilises the internet and social media, is a crucial part of the initiative that will be employed to achieve this objective.

KPIs 4.1

4.1.1

A series of surveys, focus group sessions and interviews is developed and implemented with key audiences and stakeholders to understand their views of Paris-Sorbonne University Abu Dhabi and their expectations and aspirations to which the university can contribute:

- With students, alumni
- With faculty and staff
- With high schools likely to be source of future students
- With key employers (public and private)
- With parents

4.1.2

An executive report that documents key findings and recommendations is disseminated to the university community

4.1.3

An integrated communication strategic plan that focuses on enhancing Paris-Sorbonne University Abu Dhabi's image and visibility is developed

4.1.4

Changes in perceptions and expectations are tracked and analysed by repeat rounds of data collection efforts conducted with the same targeted group of key audiences and stakeholders

STRATEGY 4.1

4.1.A

Based on a deep understanding of the current image of the university, develop a comprehensive integrated communication strategic plan to enhance Paris-Sorbonne University Abu Dhabi's image and improve its visibility at regional and international levels

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 4.2

To develop and implement a coordinated university-wide framework to form and strengthen local community engagement with new and established Paris-Sorbonne University Abu Dhabi supporters including alumni, patrons, donors, employers and friends of Sorbonne.

Paris-Sorbonne University Abu Dhabi will seek close engagement with the local community throughout the process. It will do so by keeping tuned to relevant news, trends and developments in the society; tracking changes in needs and interests; empowering its communication department and enabling it to identify and reach out to targeted groups; and transforming its academic and administrative cadre to ambassadors and advocates of the university's vision and mission. Improvements in internal and external communication are important elements of the university's strategy to improve its efforts to engage the community and demonstrate its social and economic relevance to the local community.

Also as part of realising this strategic objective, Paris-Sorbonne University Abu Dhabi will launch innovative and efficient initiatives to create and maintain strong relationships with its alumni, friends of Sorbonne and an increasingly large and powerful network of local, regional and international employers, patrons and donors.

KPIs 4.2

4.2.1

The degree to which Paris-Sorbonne University Abu Dhabi is involved (as volunteers, consultants and/or active members on boards, committees and task forces) in community service activities (for public, private, or civil society entities) each academic year:

- Number of faculty participating in community engagement activities
- Number of non-academic staff participating in community engagement activities
- Number of enrolled students participating in community engagement activities

4.2.2

Number of public/private events featuring involvement from Paris-Sorbonne University Abu Dhabi either as a co-organiser, participant, or attendant each year

4.2.3

Number of non-research agreements (consultancy projects, MoUs..) signed each year between Paris-Sorbonne University Abu Dhabi and public/private entities serving the needs of these entities

4.2.4

Number of external internship opportunities made available for students by Paris-Sorbonne University Abu Dhabi's network of supporters each year

STRATEGY 4.2

4.2.A

Utilise media, events and updated information on societal needs and aspirations to engage the local community and demonstrate the economic and social relevance of Paris-Sorbonne University Abu Dhabi to the local community as well as the importance of that community to the continued success of Paris-Sorbonne University Abu Dhabi

4.2.B

Establish and develop programmes to create and maintain strong relationships with alumni, friends of Sorbonne and an increasingly large and powerful network of local, regional and international employers, patrons and donors

THE STUDENT EXPERIENCE

PRIORITY AREA 5

Three key objectives were identified under The Student Experience priority area. These objectives are fully described in the following section. For each objective, a number of key measures (KPIs) were agreed upon by relevant working groups.

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 5.1

To introduce and promote a student centred culture that enhances their experience at Paris-Sorbonne University Abu Dhabi as well as focuses on their wellbeing, health and welfare in an environment in which they can thrive and achieve their potential.

Paris-Sorbonne University Abu Dhabi will adopt initiatives that place the interests of its students at the heart of (a) every interaction student's might have with any of the university's business units and, (b), any service offered by the university to students. Aside from the emphasis on the quality and relevance of academic offerings, this objective focuses on understanding and improving the full life cycle of a student from the initial point of enquiry about the university and its offered programmes to the end of the cycle whether as a graduate, alumni, or a drop out. Paris-Sorbonne University Abu Dhabi will also catalogue all services currently offered to students and ensure these meet their demands and aspirations and contribute to their health and wellbeing during their college years.

KPIs 5.1

5.1.1

The student's full 'lifecycle' is thoroughly tracked, improved (simplified and streamlined), documented and reflected in the policies and procedures of Paris-Sorbonne University Abu Dhabi's relevant units

5.1.2

Percentage of surveyed senior students indicating that they had an 'excellent' or 'very good' experience throughout their interactions with the university's units

5.1.3

A comprehensive catalogue of services that Paris-Sorbonne University Abu Dhabi offers its students is prepared

5.1.4

The documented catalogue of services is fully assessed in light of students' evaluation of the services and revised

5.1.5

Percentage of total surveyed students indicating that they are either 'satisfied' or 'strongly satisfied' with the services they receive by Paris-Sorbonne University Abu Dhabi (broken down by types of services)

STRATEGY 5.1

5.1.A

Review, document and improve the student's 'lifecycle' to create an efficient and flawless student experience at Paris-Sorbonne University Abu Dhabi's administration from first enquiry to alumni engagement

5.1.B

Improve the range of services offered to students by Paris-Sorbonne University Abu Dhabi ensuring these promote a physical and intellectual environment and resonate with Paris-Sorbonne University Abu Dhabi's student centred culture

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 5.2

To involve all Paris-Sorbonne University Abu Dhabi students, including alumni and promote their participation in all aspects of life at Paris-Sorbonne University Abu Dhabi.

The university will promote an environment that enriches students' experience and exposes them to a variety of non-academic events and activities. Students will also be kept abreast of administrative and academic decisions that might have a direct or indirect impact on their lives. The roles of the Student Council and Student Open Centre will be strengthened to keep students well informed and engaged in all kinds of cultural, social and educational activities whether on or off the Paris-Sorbonne University Abu Dhabi campus. The university will also actively seek to engage its alumni and keep them involved in its different kinds of activities. All these initiatives underpin the strategic priority area that focuses on improving the student experience.

KPIs 5.2

5.2.1

Percentage of students who respond to general opinion/information surveys posted inside the Student Council newsletter measured once a year (the number of respondents to a given survey divided by the total number of recipients of that newsletter)

5.2.2

Percentage of students who indicate they feel they are part of the Paris-Sorbonne University Abu Dhabi community in the student satisfaction survey

5.2.3

Percentage of students who indicate they are satisfied or strongly satisfied with the services offered at the Student Open Centre in their responses to the student satisfaction survey

5.2.4

A complete and up-to-date directory with names, contact information and addresses of all Paris-Sorbonne University Abu Dhabi's alumni is prepared

5.2.5

Average percentage of alumni living in the UAE who respond to invitations from Paris-Sorbonne University Abu Dhabi to attend university related events each academic year

STRATEGY 5.2

5.2.A

Identify innovative ways to reach out, engage and keep students informed and well within the circle of Paris-Sorbonne University Abu Dhabi's life

5.2.B

Paris-Sorbonne University Abu Dhabi will build a robust, modern and effective state of the art Alumni programme. Alumni are an important part of the student body. In its quest to improve the student's experience and engage them in every aspect of Paris-Sorbonne University Abu Dhabi's life, the university will organise and improve the way it deals with and reaches to, its alumni. As such, the university is aiming for a lifelong enriching and engaging student experience that doesn't end at the point of graduation

OBJECTIVES, KPIs AND STRATEGY

OBJECTIVE 5.3

To prepare students for the workplace by providing professional guidance and career planning support, internal and external internship opportunities.

The final aspect of improving the student experience focuses on preparing them for employment and facilitating their transition from university life to professional life. To achieve this objective, Paris-Sorbonne University Abu Dhabi will adopt an initiative that promotes on-campus, academic and administrative work opportunities for students. The university will also develop its own model of a Career Services Centre that caters to the specific needs of Paris-Sorbonne University Abu Dhabi's students, alumni and potential employers.

KPIs 5.3

5.3.1

Number of Paris-Sorbonne University Abu Dhabi's working committees that has at least one student working on them

5.3.2

Number of students who benefit from the 'tuition reduction programme' each academic year

5.3.3

Paris-Sorbonne University Abu Dhabi's Career Service Centre is established and fully operational

5.3.4

Number of job opportunities facilitated/made available to students by the Career Service Centre each academic year

STRATEGY 5.3

5.3.A

Create and promote a learning environment that favours and provides work opportunities at and within Paris-Sorbonne University Abu Dhabi for students

5.3.B

To establish and support a modern and dynamic Career Service Centre that responds to the needs of students and employers

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