Research Action Plan

Goal 1	Advance scientific research and scholarship	Responsible Dept/Employee	Start Date	End Date	Status	Required resources	Potential blockers	Outcomes
Objective 1.1	**Provide critical mass of human resources for quality research**							
Strategy 1.1.1	Allocate appropriate time for research by providing time release for faculty, hiring full-time research associates and graduate students.	*Chancellor's office *HR Department *College hiring committees	1st Oct 2022	Continuous	Completed (policy)

Not started (hiring Post doc's and MSc students) | *Workload policy for time release for research active faculty *Grants for hiring post doc's and master students | *No grants available for employing | *A clear faculty workload policy has been developed, designed to encourage and reward faculty to undertake research (see Faculty Manual). *Faculty will be encouraged to hire Post Doc's and/or Master graduates as part of their research projects and grants. *Faculty have been offered workshops on how to find and apply for grants (see attached). *UAE nationals will be prioritized for these positions to meet the strategic goals of the UAE and Sharjah government |

| Strategy 1.1.2 | Promote faculty development by supporting multiple conference participations, increasing number of summer visits, and organizing training workshops. | *Chancellor's office * Head of Research and Innovation Unit *Center for Continuous Professional Development and Lifelong Learning *College Deans | 1st Oct 2022 | Continuous | Completed (policy)

In progress (PD activities) | *Professional development policy *Budget for Professional development *Training facilities and schedule/plan for faculty and staff | *No training schedule/plan *Lack of training facilities or infrastructure | *A clear policy for Professional Development has been established, designed to encourage faculty to participate in, as well as help to organize, national and international conferences (see attached Faculty Manual) *A new head of the Research and Innovation has been appointed (see attached UKF Employee list, and UKF organizational chart), who will lead the faculty professional development initiative w r t research and innovation, including workshops, seminar series, together with the University Research Committee. * The Professional Development workshops, conferences, and seminars are organized through the newly formed "Center for Continuous Professional Development and Lifelong Learning" (see attached Organizational Chart), under the office of the Vice Chancellor for Community and Public Relations Affairs. *Faculty are already planning to organize the first international conference at UKF on the topic of Maritime Law and Sustainability (see attached Email |

							correspondence) *Until further notice, UKF faculty also have the opportunity to participate in University of Sharja's extensive offerings of Professional Development opportunities (see attached examples of invitations for PD from UKF)

Strategy 1.1.3	Recruit and retain highly visible and productive faculty	*Chancellor's office *HR Department *College hiring committees	1st Oct 2022	1st June 2023	In progress	*Budget for hiring new faculty. *Advertising on UoK website and other channels. *Interview panels from respective Colleges and HR	*Not enough qualified applicants for the positions	*Hiring of additional experienced and research active faculty is well underway (see attached Employee list) *To date UKF have hired 23 new faculty, that have already started or are due to start before fall 2023 semester. *4 more positions are to be filled during the spring (see UKF website - Jobs). *All new faculty have strong CV's (see UKF website - Colleges) *This will more than double the existing faculty population at UKF, which will significantly increase the teaching capacity and hence allowing for more research release of individual faculty.
Objective 1.2	**Provide sufficient Funding**							
Strategy 1.2.1	Facilitate spending of approved research funds	*Chancellor's office *Finance department *Procurement department	1st Oct 2022	1st June 2023	Completed	*Policies and procedures for management of grant funds and procurement of equipment, consumables etc *Support from Finance- and Procurement Departments	*Not enough support from Finance- and Procurement Departments, leading to long processing times of grant funds	* 3 new staff has been hired for the Finance department, including a new Director, doubling the total staff number in the Finance department (see attached UKF Employee list) * 5 new staff has been hired in the Procurement Department, increasing the total number of staff to 6 (see attached UKF Employee list) *The increase in manpower in the Finance- and Procurement

								departments should provide sufficient support to facilitate spending of approved research funds
Strategy 1.2.2	Increase research budget for funding internal grants	*Chancellor's office	1st Oct 2022	1st June 2023	Completed	*Appropriate budget in the university for internal grant funding	*Not enough money allocated in the university budget for research	*Minimum 5% of the universities total budget has been allocated to research (see attached University Bylaws)
Strategy 1.2.3	Facilitate securing external funding	*Chancellor's office *Director of Research and Innovation Unit *University Research Committee * College Dean's *Office of the Vice Chancellor for Community Outreach and Public Releations	1st Oct 2022	Continuous	In progress	*Support from Research and Innovation Unit and University Research Committee *Information about external funding opportunities *Signing of MOU's with external organisations for research collaboration.	*Lack of support to faculty regarding external funding opportunities. *No, or too sparse information about funding opportunities to faculty. *No MOU's with external organisations	*A new Head of Research and Innovation has been appointed (see attached UKF Employee list), who will be responsible for driving the research agenda centrally at UKF - including informing faculty about external funding opportunities. * University Research Committee will review and support high quality proposals to external funding sources before they are submitted. *College Dean's will encourage and support their faculty to seek external funding, and they will seek to establish MOU's and collaboration with external stakeholders and potential funders of research. *Office of the Vice Chancellor for Community Outreach and Public Relations will help formalizing

								MOU's and strengthen relationships with external stakeholders
Objective 1.3	**Increase the level of research support to faculty**							
Strategy 1.3.1	Recruit motivated staff with experience in administration of sponsored research projects.	*Chancellor's office *HR Department *College hiring committees	1st Oct 2022	1st June 2023	In progress	*Budget for hiring new staff. *Advertising on UoK website and other channels for staff positions at UKF. *interview panels from respective Units and HR	*Not enough qualified applicants for the positions	*Hiring of staff who can help with administration of sponsored research projects are well underway (see attached Employee list) *A new and experienced Head of Research and Innovation has been appointed, who can support with administrative issues *Numerous new staff who can provide administrative support to sponsored research projects (including AA's, lab assistants, procurement specialists etc) have been hired by UKF over the past 4-5 months.
Strategy 1.3.2	Mentor, train and support junior faculty in writing grant proposals and managing funded projects.	*Senior faculty *College Dean's *Director of Research and Innovation Unit *Center for Continuous Professional Development and Lifelong Learning	1st Oct 2022	Continuous	In progress	*Mentors for junior faculty *Budget for proposal writing workshops	*Not enough experienced mentors *Lack of funding for, and organization of, proposal writing workshops	*UKF has 9 Professors and 15 Associate Professors employed so far, that can mentor more inexperienced junior faculty (see attached Employee list) *Deans will assign mentors for junior faculty in their college *Newly hired Director of Research and Innovation Unit will organize Grant Proposal writing workshops, together with Center for Continuous Professional

								Development and Lifelong Learning at UKF (see Org Chart on webpage)
Strategy 1.3.3	Enrich libraries with online full data bases and specialized scientific periodicals	*Chancellor's office *Library staff *Procurement department	1st Oct 2022	1st September 2023	In progress	*Access for faculty to relevant periodicals and data bases for research at UKF	*No or insufficient access to periodicals and data bases to support research at UKF	*UKF is in the process of refurbishing and upgrading the UKF library, including it's access to periodicals and data bases *However, until further notice, UKF has signed an MOU with University of Sharjah, which includes faculty access to their full libraries, including a vast selection specialized periodicals and data bases spanning across the relevant fields of research.
Strategy 1.3.4	Provide specialized technical staff	*Chancellor's office *HR department *Technical units	1st Oct 2022	1st June 2023	Completed	*Specialized technical staff in the disciplines of IT and Science	*Not enough staff to support IT services and science laboratories at UKF	*UKF has hired 3 new lab assistants (see attached Employee list) to be responsible for the day-to-day operation of the central laboratories (Chemistry, Biology and Physics) at the university. The lab assistants are line managed by on research active faculty from the College of Marine Sciences and Aquatic Biology (Dr. Roqaia Alamiri), who is also the Director of Central labs. (see attached Employee list) *7 new IT-specalists has been

								hired to the Information Technology Center at UKF, making the total number of IT-specialists to 12 in this department (including the Head of IT-services). (See attached Employee list)
Goal 2	**Develop the necessary infrastructure needed for research**							
Objective 2.1	**Establish specialized research labs/Research Chairs in strategic areas to serve the community**							
Strategy 2.1.1	Identify strategic areas to serve the community	*Vice Chancellor for Community and Public Relations Affairs (VCCPRA) *PR department *Vice chancellor of Academic Affairs (VCAA) *College Deans	1st Oct 2022	Continuous	In progress	*Specific departments within the university for engaging with the community and public *Active networking by Dean's and VCAA with the community and general public	*Lack of support for community engagement	*The university has established several departments under the VCCPRA (Dr. Abdalla Sulaiman Alnaqbi) to specifically work towards serving the community, including the PR department (Dr. Muna Ali Al-Mulla), Media Center; Center for Continuing Professional Development and the Community Affairs Department (see organizational chart - https://www.ukf.ac.ae/en/About/Pages/oc.aspx)

| Strategy 2.1.2 | Identify funding sources | *Chancellor's office *Director of Research and Innovation *Vice Chancellor of Academic Affairs (VCAA) *College Deans *Faculty | 1st Oct 2022 | Continuous | In progress | *Access to online funding databases *University email announcements about funding opportunities | *Lack of access to funding information through e.g. databases, email announcements and/or policies | * UKF offer internal funding as per the UKF Research Policy and strategy (see UKF Research Policy). *All UKF faculty can get access to the SPIN database via the University of Sharjah, which is the world's largest searchable database for sponsored funding opportunities (see https://spin.infoedglobal.com/Authorize/Login) *The office of the new Director of Research & Innovation will be responsible for informing and updating faculty about local and regional funding opportunities through email announcements, information meetings and policies. * The hiring of the new Vice Chancellor for Academic Affairs is underway, and once instated, he/she will also be involved in development and execution of the research strategy (including identifying funding sources) along with the College Deans |

Strategy 2.1.3	Select and establish the Research Chairs	*Chancellor's office *HR	1st Oct 2022	9th January 2023	Finished	*Budget for hiring new Director of Research & Innovation. *Advertising on UoK website and other channels. *Interview panel and HR support	*No suitable candidates	*A new Director of Research and Innovation has been appointed (see attached UKF Employee list), who will be responsible for driving the research agenda centrally at UKF - including informing faculty about internal and external funding opportunities. (See attached Employee list)
Strategy 2.1.4	Establish specialized Research Labs.	*Chancellor's office *College Deans *Director of Central Laboratories	1st Oct 2022	1st June 2023 (on campus) Spring 2025 (Marine Research Institute)	In progress	*Budget for building 3 science laboratories (chemistry, biology and physics) *Budget for building the Marine Research Institute	*Insufficient budget for science laboratories *Insufficient funding for the Marine Research Institute	*Three new science laboratories (Chemistry, Biology, Physics) are currently being built at UKF campus that are due to be finished by end of the spring 2023 semester (see attached Drawings) *The planning phase for the Marine Research Institute (see attached Plan) is drawing to a close and we are soon ready to start construction.
Goal 3	**Expand graduate studies programs to establish more relevant specialties and higher degrees with international quality**							

Objective 3.1	Introduce new quality M. Sc. and Ph. D. programs in various disciplines to serve the needs of the local and regional market							
Strategy 3.1.1	Introduce/establish programs that have high employment potential	*Chancellor's office *Dean's & Faculty *Office for Institutional Accreditation	1st Oct 2022	1st Sep 2023	In progress	*Teaching facilities *Teaching faculty	*Lack of teaching facilities *Lack of teaching faculty	*UKF currently have 8 attractive BSc Programs and 3 MSc Programs. Several new BSc programs are in the pipeline, including new BSc in Marine Biology (see attached course catalog) * To date UKF have hired 23 new faculty, that have already started or are due to start before fall 2023 semester, and 4 more positions are to be filled during the spring (see UKF website - Jobs). *UFK has been expanded significantly with many additional classrooms, 3 new science laboratories (under construction), and in the coming 2 years a new Marine Research Institute will be built close to the UFK campus.

Strategy 3.1.2	Propose new guidelines that encourage faculty to publish with students	*Chancellor's office	1st Oct 2022	1st Sep 2023	In progress	*Policy regarding publishing with students *Incentives for publishing with students	*Lack of policy and/or incentives for publishing with students	*A policy regarding publishing with students will be added to the UKF Policy and Procedures Manual *Incentives for publishing with students, such as the University supporting research together with students and paying for the publications fees, are in place. * The UKF Chancellor has informed the faculty and staff about the importance of involving students in research at UKF
Strategy 3.1.3	Establish and maintain strategic alliance with reputable universities for graduate programs	*Chancellor's office *Vice Chancellor's Office for Community and Public Relations Affairs (VCCPRA) *College Deans	1st Oct 2022	Ongoing	In progress	*MOUs with reputable Universities regarding graduate programs	*Lack of collaboration and partnership with other universities to support graduate teaching	*UKF have established two important MOU's that involve strategic alliances with other universities so far, one with University of Sharjah (local), as well as University of Exeter (UK) *Another MOU with Sultan Qaboos University (Oman) is also underway.
Strategy 3.1.4	Activate relevant MOUs signed with other entities	*Chancellor's office *Vice Chancellor's Office for Community and Public Relations Affairs	1st Oct 2022	Ongoing	In progress	*MOUs with other entities	*No active involvement with other entities	* UKF is actively seeking collaboration and partnerships with relevant local and regional entities (e.g. EPAA, SEWA, BEAAH etc.)

		(VCCPRA) *College Deans						
Strategy 3.1.5	Propose attractive package for graduate scholarships to attract top local and international students	*Chancellor's Office *Finance department	1st Oct 2022	1st Sep 2023	In progress	*Funding for graduate scholarships	*Lack of funding for graduate scholarships	*A policy for graduate scholarships will be established.
Strategy 3.1.6	Use marketing strategies to advertise the graduate programs	*PR department *Media department	1st Oct 2022	Ongoing	In progress	*Website *Social Media Channels *Open days *Education exhibitions *Funding for marketing	*Lack of funding for marketing *Lack of staff in PR and Media department	*UKF has established well-staffed PR and Media departments that is actively marketing university programs through the Website, and social media (LinkedIn, Instagram, Facebook). *UKF recently arranged an Open day for >500 prospective students *UKF is planning to attend a National Education fair in Abu Dhabi
Goal 4	**Recruit, retain talented and diverse students, scholars and staff and create the proper environment that nurtures innovation, creativity, and pursuit of knowledge**							
Objective 4.1	**Recruit and retain highly quality faculty with teaching experience**							

Strategy 4.1.1	Recruit and retain high quality faculty with teaching experience	*Chancellor's office *HR Department *College hiring committees	1st Oct 2022	1st June 2023	In progress	*Budget for hiring new faculty. *Advertising on UoK website and other channels. *Interview panels from respective Colleges and HR	*Not enough qualified applicants for the positions	*Hiring of additional experienced and research active faculty is well underway (see attached Employee list) *To date UKF have hired 23 new faculty, that have already started or are due to start before fall 2023 semester. *4 more positions are to be filled during the spring (see UKF website - Jobs). *All new faculty have strong CV's (see UKF website - Colleges) *This will more than double the existing faculty population at UKF, which will significantly increase the teaching capacity and hence allowing for more research release of individual faculty.
Strategy 4.1.2	Ensure all programs have enough staff covering all ranks - junior positions (assistant professors) to senior positions (professors)	See strategy 4.1.1.	1st Oct 2022	1st June 2023	In progress	See strategy 4.1.1.	See strategy 4.1.1.	See strategy 4.1.1.
Strategy 4.1.3	Introduce incentives and special awards for high achievers	*Chancellor's office	1st Oct 2022	Ongoing	In progress	*Budget for incentives and awards	*Lack of funding	*UKF is committed to give in incentives to faculty exceeding expectations, which could include teaching release, support to attend conferences and other types of PD, as well as supporting faculty promotion. (See Policy

								and Procedures Manual and Faculty Handbook)
Objective 4.2	Provide high standards of educational opportunities to all students							
Strategy 4.2.1	Establish a rigorous recruitment program, especially at the post-graduate level, and eventually extending to undergraduate levels, with proactive faculty involvement.	*Vice chancellor of Academic Affairs (VCAA) *College Deans & Dept. Chairs *Faculty *PR & Media departments	1st Oct 2022	Ongoing	In progress	*Plans for recruitment of undergraduate and graduate students *Budget for recruitment efforts	*Lack of plans and funding for recruitment *Lack of engagement from faculty and administrators	*UKF is actively seeking to recruit new students to both undergraduate and graduate students through various channels, including UKF social media, website, open days, orientation days, high school and community college visits, and education fairs (e.g. see UKF social media and website). *UKF faculty is actively involved in the above activities (e.g. open days, school visits), and critical to its success
Strategy 4.2.2	Provide a strong staff support for recruitment activities, including outreach to community colleges, sponsored visits by prospective students to the College, and scholarship awards.	*Chancellor's office	1st Oct 2022	Ongoing	In progress	*Funding for recruitment activities and scholarship awards	*Lack of support for recruitment activities and scholarship awards	*UKF is committed to support involvement of staff and faculty in the recruitment activities of new graduate and undergraduate students

Objective 4.3	Provide high standards of educational opportunities to all students							
Strategy 4.3.1	Increase the number and amount of undergraduate scholarships and discounts available for students	*Chancellor's office	1st Oct 2022	1st Sep 2023	In progress	*Funding for undergraduate scholarships	*Lack of funding for undergraduate scholarships	*UKF is committed to support as many students as possible with scholarships and discounts.
Strategy 4.3.2	Increase support for post-graduate programs by offering competitive scholarships, institutional funds or fellowship support	*Chancellor's office	1st Oct 2022	1st Sep 2023	In progress	*Funding for undergraduate scholarships	*Lack of funding for undergraduate scholarships	*UKF is committed to support as many graduate students as possible with scholarships and discounts.

Strategy 4.3.3	Introduce attractive programs that cater to the needs of the community and the job market	*Chancellor's office *Dean's & Faculty *Office for Institutional Accreditation	1st Oct 2022	1st Sep 2023	In progress	*Teaching facilities *Teaching faculty	*Lack of teaching facilities *Lack of teaching faculty	*UKF currently have 8 attractive BSc Programs and 3 MSc Programs, that cater to the needs of the community and job market for e.g. Law, Media, Business. Several new BSc programs are in the pipeline, including new BSc in Marine Biology (see attached course catalog) * To date UKF have hired 23 new faculty, that have already started or are due to start before fall 2023 semester, and 4 more positions are to be filled during the spring (see UKF website - Jobs). *UFK has been expanded significantly with many additional classrooms, 3 new science laboratories (under construction), and in the coming 2 years a new Marine Research Institute will be built close to the UFK campus.
Objective 4.4	Provide career advice through regular fairs at schools							
Strategy 4.4.1	Holding career fairs at local high schools	*Vice Chancellor's Office for Community and Public Relations Affairs	1st Oct 2022	Ongoing	In progress	*Staff and faculty to attend local career fairs	*Lack of available career fairs to attend	*UKF is committed to attend local career fairs at local schools

		(VCCPRA) *Student Affairs Department *Faculty						
Strategy 4.4.2	Conduct regular visits to local high schools	*Vice Chancellor's Office for Community and Public Relations Affairs (VCCPRA) *Student Affairs Department *Faculty	1st Oct 2022	Ongoing	In progress	*Faculty to conduct high school visits to talk about the programs and education at UKF	*Lack of engagement from faculty	*UKF will start during spring 2023 to conduct visits to local high-schools to talk about the programs and education at UKF
Strategy 4.4.3	Host regular career fairs and open days on UKF campus	*Vice Chancellor's Office for Community and Public Relations Affairs (VCCPRA) *Student Affairs Department *Faculty	1st Oct 2022	Ongoing	In progress	*Staff and faculty to arrange career fair at UKF	*Lack of prospective employers to attend career fair at UKF	*UKF is committed to regularly hold career fairs at UKF with prospective employers of our students (once per year)