

# GOALS AND OBJECTIVES



# GOALS AND OBJECTIVES

*AGU's core strategies are built on the legacy and existing assets of AGU in terms of intellectual capital, alliances, partnerships and regional focus. They are also guided by the charter of AGU which emphasizes the mandate of AGU as a catalyst for regional development.*

## FOCUS ON INNOVATION AND EXCELLENCE

**Goal 1 - Create an enabling environment for innovation: Mainstream innovation in education, R&D, community service and regional and global outreach.**

### **Objective 1: Nurture a culture of innovation in AGU**

Mainstreaming an innovative culture in a university is about vision, leadership, systems, operations, procedures, and more importantly, the human capital which is the most valuable asset.

Envisioning AGU as an innovative university requires a transformative outlook that encompasses operations, curricular design and delivery, research methodology and operations. Excellence in education implies an emphasis on quality in human and intellectual capital and research output. The plan aims to create an enabling environment that supports innovation and excellence in all operations and across all disciplines in medicine, natural resources management, business, education and technology.

The sustainability of AGU is underpinned by attracting and retaining talent and ensuring cultural diversity and global outreach. The plan calls to enhance AGU's organizational capacity, professionalism, team-work and research impact so as to be a model for an innovative university that is based on life-long learning, on-job training and global partnerships.

AGU is embarking on a model of integral innovation which promotes diversity of innovations including social, open, organizational, marketing, service and eco-innovation models.



## GOALS AND OBJECTIVES (CONTINUED)

**Objective 2: Promote innovation in education**

Transforming education is a cornerstone for progress and prosperity. Innovative education can be achieved through investing in governance, infrastructure, and human capital.

Investment in education has a positive effect on economy and society. The plan calls for strategic investment in information and communication technology (ICT) infrastructure, curriculum development and learning environments. It is imperative to maintain and enhance the quality of innovative methods of learning including problem-based learning, high-fidelity clinical simulation, web-based learning and distance learning.

The sustainability of innovative education is underpinned by good governance, human capital and sound quality assurance systems. The strategic plan calls to award excellence and innovation for staff. Also, it aspires to attract talented students and staff to promote academic exchange programs and to harness e-learning platforms, interactive and experiential learning, and blended learning.



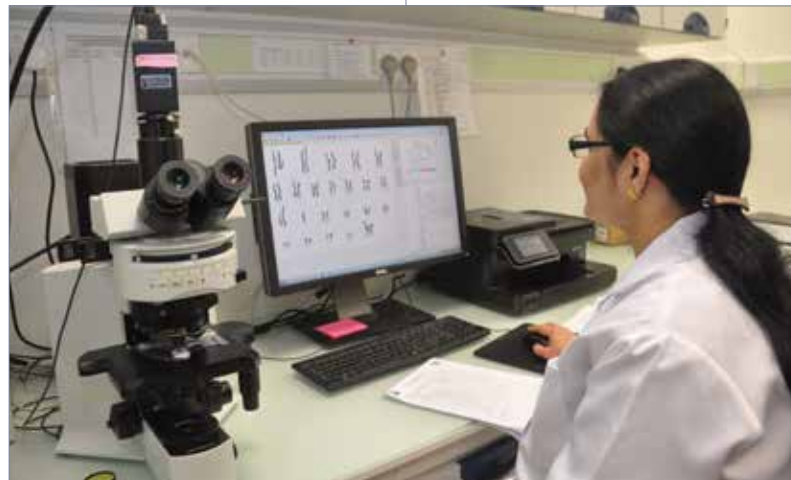
## GOALS AND OBJECTIVES (CONTINUED)

**Objective 3: Enhance innovation in R&D**

Collaborative research and strategic alliances with R&D institutions are critical to enhance innovation in research.

The mandate of AGU is to mainstream innovation in research and development so as to support GCC needs and priorities and to address critical challenges in health, science, education, business and technology. AGU's strategic plan endeavors to nurture and harness partnerships with industries, universities and R&D institutions to add value and contribute to socio-economic development. The plan further aspires to serve local communities through social innovation, consultation and capacity building.

Besides, global, regional and national partnerships contribute to defining a relevant research agenda to address critical issues in economy, society and environment. The plan stresses the need to invest in research infrastructure including ICT, learning resources and laboratories. The plan also aspires to establish innovation centers, incubators and innovation accelerators to foster and support an enabling environment for innovative research.



## GOALS AND OBJECTIVES (CONTINUED)

### QUALITY EDUCATION

**Goal 2 - Sustain and enhance the quality of education in AGU: Sustain and develop quality of education in all services at AGU and attain program accreditation, higher academic ranking and high performance standards.**

#### **Objective 1: Enforce quality assurance systems for student admission**

AGU is committed to attract high caliber students and support their academic and professional progress.

AGU provides an attractive ecosystem for GCC students to pursue quality education. The emergence of high quality academic institutions in the GCC presents a challenge to the AGU to be competitive in attracting high caliber students. The plan aspires to attract high quality students. Furthermore, the strategic plan stresses the significance of developing sound policies for standards and quality for students' admissions and orientation.

The plan also calls for the enhancement of the organizational capacity, systems, and procedures to ensure high quality human capital of students who have the required competencies in English, computer applications and research. AGU is keen to apply a rigorous process for student admission which includes an interview, intellectual maturity placement test and high scholastic achievement. The plan further aspires to attract high-caliber graduate students from beyond the GCC through scholarships and exchange programs.



## GOALS AND OBJECTIVES (CONTINUED)

### Objective 2: Attract and retain faculty who are distinguished in teaching and research

AGU is branded as a medical school and a regional research university for graduate studies. Hence, AGU is keen to attract qualified faculty from the global and regional markets.

The human capital is the most valuable asset of any organization. AGU's strategic plan aspires to attract high-caliber faculty with diverse professional and international experience.

The cornerstone for a quality education is to ensure the right learning environment which is underpinned by a high caliber academic staff. This strategic plan is designed to promote academic exchange, sabbatical leave and the exposure to the regional and international arena. The plan further

stresses the value of retaining qualified staff and adopting a policy of rewards, incentives, and tenure system.

AGU encourages cultural diversity to enrich education and research. The plan thus calls to develop policies to attract post-doctoral scholars, adjunct and visiting professors to enhance knowledge exchange. Development of personnel and operational policies and procedures will ensure organizational learning, growth and succession planning.



## GOALS AND OBJECTIVES (CONTINUED)

**Objective 3: Achieve accreditation in all programs**

AGU is committed to attain accreditation and maintain high academic ranking and high performance standards.

Innovative universities are characterized by meeting quality and accreditation standards. The strategic plan calls for enhancing organizational capacity by strengthening governance and decision making. It also stresses the value to promote a culture of quality, accountability and excellence.

The organizational capacity of AGU is enhanced through the adoption of quality assurance systems and standards. The plan highlights the significance of adherence to academic procedures and systems.

AGU is dedicated to attain accreditation in all programs in order to have a competitive advantage and attract quality students and staff. The current plan calls to enhance the organizational capacity to maintain quality assurance.

It is imperative to transform AGU to become a learning organization that focuses on team learning and system thinking. The plan calls for developing policies to foster academic standards, knowledge management and accountability.



## GOALS AND OBJECTIVES (CONTINUED)

### Objective 4: Incorporate latest technological approaches and resources in teaching and learning

AGU is committed to invest and acquire innovative educational technologies to promote quality education and learning.

Technology shapes the perspective and direction of universities. The plan aims to invest in innovative technologies and ICT infrastructure that will enhance the quality, effectiveness and efficiency of learning.

The reliability of information and communication systems is critical for supporting an innovative learning environment. The plan calls for strategic investment in ICT software and hardware that would enhance research and learning capabilities of staff and students.

Technological innovation in ICT is opening new windows of opportunities for web-based, distance and online learning. The plan stresses the value of enhancing the ability of AGU to utilize latest technologies to facilitate both teaching and learning interaction and creativity.

Computer applications and social media are also contributing to create a new digital community. The current plan highlights the significance of utilizing these technologies in education and research.





## GOALS AND OBJECTIVES (CONTINUED)

### STUDENTS' DEVELOPMENT

**Goal 3 - Nurture students' development: Foster students' intellectual maturity, work-life balance and personal and leadership development, promoting GCC and global citizenship.**

#### Objective 1: Enhance a healthy life style

AGU is committed to provide an inspiring, safe and challenging educational environment for students to enhance students' wellbeing.

AGU is keen to provide a space for extracurricular activities, health services, academic counseling, life skills and system thinking for students. AGU is committed to provide a safe environment for learning, interaction and intellectual development and societal responsibility.

The plan stresses the potential role for students in university governance. It calls to harness the platform for student council to build leadership, interpersonal skills and community service.

AGU aims to further increase opportunities that enhance student talent and creativity through the arts, sports, travel, and internship placements.

Additionally, the plan aims to strengthen the responsiveness and quality for medical and counseling services to ensure student health and wellbeing.

AGU's strategic plan provides opportunities for enhancing global citizenship and social responsibility in terms of individuals and the environment through voluntary and community services, and student exchange.



## GOALS AND OBJECTIVES (CONTINUED)

### Objective 2: Improve students' personal and leadership skills

AGU is committed to enable an ecosystem that inspires and nurtures transformative leaders that will shape the future.

The global challenges of the 21th century require multifaceted leaders, researchers and thinkers to address the root causes of global threats and risks.

AGU plans to nurture and unlock the human potential of students and empower them to be able to develop sound reasoning and evidence-based practice. Also, AGU aims to continue to support a balanced lifestyle through extracurricular activities, social interaction, responsibility, and creating global partnerships. Part of the mandate of AGU is to contribute to the achievements

of Vision 2030 in GCC, with emphasis on knowledge economy, e-government and entrepreneurship.

AGU's plan stresses the imperative that students acquire key competencies of scientific reasoning, self-directed learning, critical thinking, moral awareness, and community service within the moral and ethical values of the Islamic ethos.



## GOALS AND OBJECTIVES (CONTINUED)

**Objective 3: Increase student exposure to international knowledge, cultures, and technological innovation**

Student interaction with other cultures is crucial for building innovative practices

The ICT and technological innovations are shaping a new digital era that impacts society and economy. The strategic plan sets out to promote global partnerships with key institutions through collaborative research; and internally to incentivize student participation in funded research.

The plan is intended to respond and contribute to the GCC Vision 2030 by enabling graduates to develop critical thinking skills and competencies to contribute to knowledge economy.

Learning through cultural exchange is critical for building a better understanding and evolving the idea of global citizenship. AGU plan calls to invest

in global and regional exchanges through conferences, workshops, exchange programs, study tours and internships. The plan supports opportunities for student study tours and links with commerce and industry that may further widen jobs/careers opportunities for AGU graduates.

Moreover, the plan promotes cross-cultural programs for students to create rich diversity and support a culture of innovation in education and research. The strategy calls to support research linked to the industry and community and to provide technical advice for the public and private sector in key strategic areas.



## GOALS AND OBJECTIVES (CONTINUED)

### GCC STRATEGIC PRIORITIES

**Goal 4 - Support GCC needs, strategic objectives and priorities:** Contribute to efforts addressing GCC strategic issues, national needs, and support GCC with policy advice.

#### Objective 1: Align academic programs to be in line with GCC priorities

To address GCC regional priorities in strategic issues, AGU plans to develop academic programs that address GCC priorities including health, technological innovation, business and quality education.

The GCC is undergoing key transformations in its economy, society and environment. The strategic intent of the AGU plan is to respond to critical issues in the GCC by developing appropriate programs. Health, education, water and energy are some of the domains that require urgent attention to ensure sustainability. The strategic plan calls for investing in research and development in health, environment, renewable energy and biotechnology. The competitive business environment in GCC requires innovation to provide a competitive advantage in industry and services. This strategic plan aspires to enhance AGU's

MBA program by adding further specialty Tracks of Aviation Management and Islamic Banking and Finance. Gifted and special education programs pioneered in the Region are in the process of further consolidation. These programs build capacity for the human capital to support GCC economic transformations. The plan sets targets to meet the market demand by building the capacity of educators and professionals in innovative education and learning models. Similarly, it is crucial to expand research in innovation management, climate change and geographic information systems (GIS) to respond to the GCC vision to be part of knowledge economy and to remain competitive.



## GOALS AND OBJECTIVES (CONTINUED)

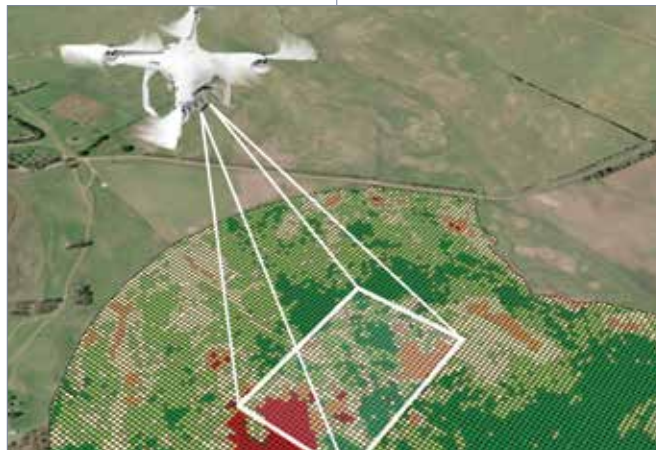
### Objective 2: Enhance strategic foresight for excellence in innovation

The global changes in finance, economy and social domains are shaping a new imperative for better understanding of trends in emerging technologies.

Technological innovations are changing our perspective of the future. The AGU strategic plan endeavors to focus on the core competencies of AGU by establishing the capacity for technological foresight.

The strategic plan aspires to develop innovative programs in health, education innovation management, biotechnology and natural resources management that harness information technology to inform policy makers

on appropriate technological adoption and diffusion. The plan envisions a critical role for AGU advisory support for the GCC in evaluating the impact of technology on society and on the environment. Web-based platforms will be appraised to develop new business models to help transform the society, ecology and economy in a safe and sustainable manner.



## GOALS AND OBJECTIVES (CONTINUED)

**Objective 3: Strengthen AGU's links with key GCC stakeholders**

Strategic alliances and partnerships with key stakeholders are key enablers for an innovative university.

The AGU strategy is founded on the power of alliances and networks with key stakeholders to achieve its mission. The plan highlights the need to capitalize on diverse and rich networks which includes research institutions, academia, government institutions, the private sector and civil society. These networks are drivers for efficiency enhancement, competitiveness and knowledge creation. In an era of scarce resources and competition, forming innovative networks represents a core business strategy for AGU. Unlocking

the intellectual capital through partnerships in research and development is critical for innovation. The adoption and diffusion of technological innovations through R&D institutions are essential for creating a model for an innovative university. The strategic plan aspires to utilize open and user innovation through forming strategic links and alliances with key institutions to achieve GCC goals for prosperity and sustainability.



## GOALS AND OBJECTIVES (CONTINUED)

### A HUB FOR POLICY ADVICE

**Goal 5 - Advance AGU as a catalyst for regional and global partnerships:** Develop and enhance AGU to be an active regional and global partner in science, technology, and innovation which influences regional and global policies.

**Objective 1: Promote AGU as a regional research and innovative university with clear initiatives**

The core competence of AGU is its regional focus and mandate to promote regional initiatives through science, technology and innovation.

Since its inception, the AGU mandate has been to promote regional integration with a mandate to address GCC strategic issues and priorities. The strategy highlights the need to plan for strengthening AGU's role as a technical advisor for the GCC secretariat in areas related to public health, sustainability, technology management and innovation. The plan aims to transform the AGU into a regional hub for centers of excellence that contribute to knowledge creation

in the areas including health, education, climate and marine environment, the water-energy-food nexus, innovation and economics. Regional and global identity will be strengthened through educational programs for GCC graduates. The plan also sets targets for AGU to address public health and education issues related to the GCC policy and population demands.



## GOALS AND OBJECTIVES (CONTINUED)

### Objective 2: Increase the number of effective partnerships in science and technology with key regional and global institutions

Science for society and sustainability is augmented through strategic alliances, partnerships and networks.

Partnerships with the public sector, the private sector, and international agencies are key to leverage AGU core competence in health, education and technology. Besides, the plan envisions a strategic role for AGU to support the public sector in promoting professional programs in education, business, and technology to link academia with commerce and industry in GCC. The

plan calls on AGU to play the key role as facilitator and bridge builder for knowledge management, innovations, and entrepreneurship in the GCC to advance sustainability, security and prosperity. It is vital for AGU to strengthen international partnerships to benchmark the delivery of quality programs in all colleges through national, regional and global partnerships.





## GOALS AND OBJECTIVES (CONTINUED)

### Objective 3: Enhance AGU's presence in international agencies

In a globalized world, universities play a vital role in transferring scientific discourse to the policy arena.

In a knowledge economy, universities are catalysts for enhancing global partnerships. AGU's strategic plan aspires to harness its intellectual assets to contribute and influence the global discourse in the fields of education, science, public health and development. The strategy highlights the enhancement of AGU's role as a technical advisor and expert to numerous UN agencies in natural resource management, public health and innovation.

Evidence-based solutions and the knowledge created by universities are critical to enhance AGU's presence and profile in the global arena. In global markets, new knowledge has to be conveyed to international agencies to shape a new discourse for promoting a dialogue between cultures, enhancing social equity and bridging the gap between nations. The plan envisions AGU as a catalyst to provide regional discourse and input on global issues.



## GOALS AND OBJECTIVES (CONTINUED)

## FINANCIAL SUSTAINABILITY

**Goal 6 - Achieve financial sustainability and independence: Develop a sustainable funding model to secure AGU growth, attract international students and staff, and to provide sufficient funds for research, development and innovation.**

**Objective 1: Develop sustainable financial business models.**

AGU is keen to build a sustainable funding model that enables AGU to provide quality and innovative education and R&D.

Challenges in securing sustainable funding constrain institutional growth. AGU is dedicated to optimally utilize its financial assets including University Medical Center, Al-Jawhara Center and King Abdulla Medical City so as to manage its investment portfolio in a professional manner. Use of innovative ICT systems to manage resources in a transparent and efficient manner will enable proper costing, budgeting, planning and forecasting.

The plan thus calls for investing in ICT and system infrastructure that will ensure sound financial administrative systems including human resource development, financial controls, accountability, and audit along with the management risks and uncertainties. The strategy also highlights the need for developing profit centers by capturing the value added from Al-Jawhara Center, clinical research center and consultation center.



## GOALS AND OBJECTIVES (CONTINUED)

**Objective 2: Optimize the utilization of tangible and intangible assets.**

Financial sustainability is a cornerstone for ensuring innovation, quality education and research in a university.

To cope with technological innovation in education and research, effective financial management is crucial to sustain operations. AGU plans to develop innovative business models to reduce costs, rationalize spending and enhance organizational capacity and efficiency. The strategic plan aims

to capitalize research outcomes such as patents and intellectual property through commercialization. It calls to develop certified professional programs and new graduate programs to contribute to the human capital development and capacity building for both public and private sectors in the GCC.



## GOALS AND OBJECTIVES (CONTINUED)

### Objective 3: Develop alternative funding mechanisms.

The financial sustainability of AGU is founded on continued GCC Secretariat support and on developing new funding models based on innovative revenue generation including more marketable programs, alumni partnerships, and consultations.

Renowned universities are characterized by endowments and linkages with the industry, capacity for translational research and patents, publications and Intellectual Property. The plan focuses on capitalizing on AGU's assets and networks to develop and market innovative online courses and blended education modules for professionals and the community interest groups. The plan would also capitalize and unlock the human potential and harness linkages with AGU alumni to develop a sustainable funding model for

scholarship programs in areas of identified skills gaps in the GCC. Additionally, the plan views the proposed centers of excellence as profit centers. These include centers for climate change, environmental economics, innovation, consultation and training that are all commissioned to award professional diplomas and degrees in key sectors including education, public health, business and technological innovation management. The strategic plan would continue to promote and invest in Al-Jawhara Center to provide much needed services in key areas including genetic and inherited disorders.

