



كلية أبوظبي للإدارة  
ABU DHABI SCHOOL OF MANAGEMENT

# Abu Dhabi School of Management

## Community Engagement Strategic Plan 2021-2025

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## Executive summary

The Community Engagement Strategic Plan was created in line with ADSM's Strategic Plan 2021-2025. The Plan was developed to enable ADSM to maintain productive and highly adaptable relationships with its community, including industry and alumni. The plan is a result of extensive planning and aims for effective delivery to enable ADSM to meet its community engagement goal. Although this Plan is created in line with the Strategic Plan which extends from 2021 to 2025, the implementation for the Community Engagement Strategic Plan commenced following the approval of the Executive Committee on 4 July 2022.

ADSM's Community Engagement Strategic Plan aligns with its Mission. ADSM's mission is to develop entrepreneurial managers and leaders with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy. Community engagement is its ADSM's strategic goal 5 (Strategic Plan (2021 – 2025)) which states: 'Strengthen our community, reputation and engagement'. In support of this goal, ADSM created a specific Community Engagement Strategic Plan.

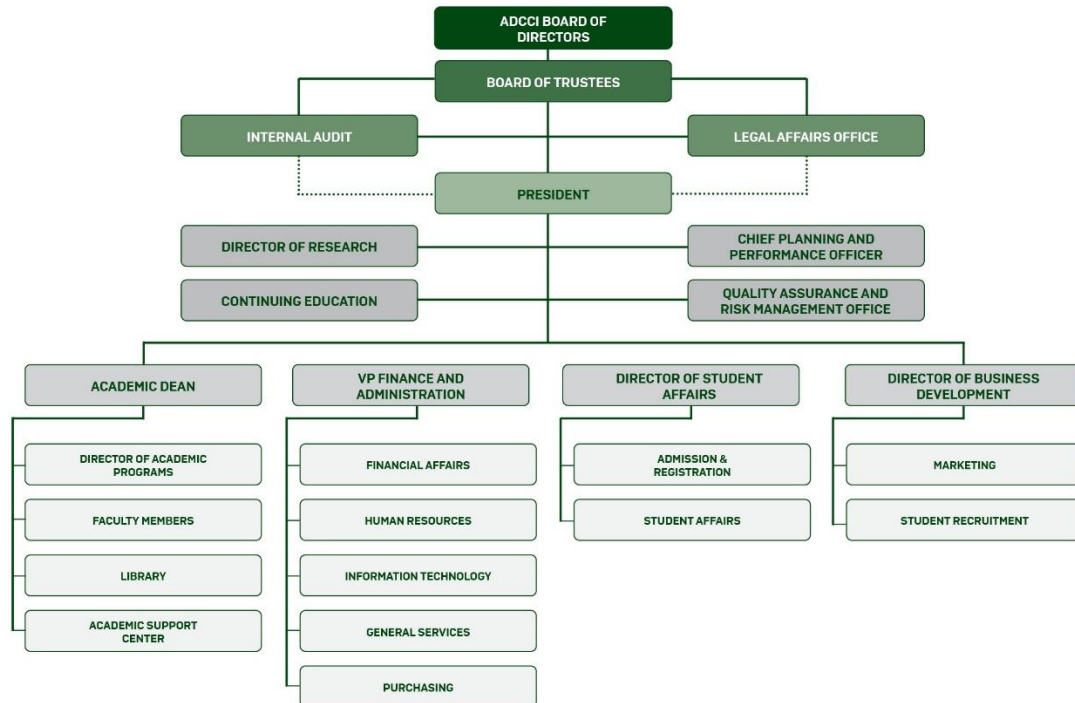
## Elevator pitch

As an innovative business management school, ADSM has a dynamic approach when engaging with its community. This engagement occurs at various levels and through multiple channels. This document aims to consolidate ADSM's efforts in this regard and ensure that its objectives are clearly identified, acknowledged, monitored, measured and effectively support the School in achieving its community engagement goal and targets.

## 1.0 Current Status

As a relatively young institution, ADSM is dedicated to playing a key role in stimulating a knowledge-based economy in Abu Dhabi and the UAE. ADSM has made significant contributions to the local community through the dissemination of knowledge and in developing entrepreneurial leaders who are making notable contributions to the economy of the Emirate and the UAE. Since its inception and up to the date of writing this document, ADSM has produced 1,324 graduates, of which 1,288 graduates are UAE nationals with the large majority of them employed throughout the private and public sectors of the UAE. ADSM has set community service as one of its strategic priorities and has allocated relevant financial and human resources to that purpose, as evident in its 2021 – 2025 Strategic Plan. ADSM set its fifth Strategic Goal as “Strengthen our community, reputation and engagement”.

## 1.1 Organization Chart



**Chart 1: ADSM Organization Chart**

## 1.2 Vision and Mission

### **Vision**

To be a center of excellence for entrepreneurship, leadership, innovation, sustainability and management through the discovery and dissemination of knowledge.

### **Mission**

To develop entrepreneurial managers and leaders with the knowledge and skills at international standards to contribute to sustainable socio-economic development in the knowledge economy. The School aims to create an enriching and rewarding environment which promotes entrepreneurialism scholarly inquiry, research, innovation and UAE cultural heritage while fostering diversity, understanding and tolerance.

## 1.3 Core Values

**Aspire to excellence.** ADSM sets a culture of high expectations for all its community. We champion ambition to exceed regulatory requirement and to adopt internationally recognised best practices in teaching, research and management.

**Intellectual curiosity.** ADSM promotes discovery and innovative solutions. We stimulate independent thought in our employees and students, to ignite entrepreneurial creativity and empowering improvements.

**Professionalism.** ADSM demands high standards of ethics and integrity from all its people. We ensure that honesty and transparency are key parts in demonstrating professional standards of performance.

**Cultural respect.** ADSM strives to create an inclusive equal and diverse climate in which the views of all members of its community are mutually respected. We operate a welcoming, friendly and happy environment that respects the cultural needs and traditions of its community.

**Unrelenting commitment.** ADSM faculty and staff devote their collaborative efforts to raise standards through continuous quality improvement. We ensure each student's career ambitions and higher education goals are met.

## 2.0 Intent and Ambition

ADSM places the needs of the community in which it exists amongst the primary priorities used to determine its program offering. The School puts careful thought into the design of its programs. All of ADSM's programs are in direct response to the needs of the local community. ADSM undertakes effective dialogue with its parent organization (Abu Dhabi Chamber), other employers and prospective students, primarily UAE nationals employed in Abu Dhabi, to ensure program design meets their needs. This enables ADSM to understand the knowledge and skills gaps and to address those in designing relevant programs.

This thinking is evident in the academic programs ADSM has launched since its establishment. The Master of Business Administration (MBA) program provides critical links in fulfilling ADSM's mission to develop the entrepreneurial managers. Whereas the Master of Science in Quality and Business Excellence (MSQBE) and the Master of Science in Leadership and Organizational Development (MSLOD) programs seek to educate new cohorts of entrepreneurial business leaders. Thus, ADSM supports the pillars of the Abu Dhabi 2030 Vision, especially those directed at the promotion of a large, empowered private sector and a sustainable knowledge-based economy. The launch of the Master of Science in Business Analytics (MSBA) in 2018 further contributed to fulfilling ADSM's mission. The program contributed to several of the seven areas of the ongoing economic policy of Vision 2030. Especially to 'build an open, efficient, effective and globally integrated business environment', 'develop a highly-skilled, highly productive workforce', and 'drive significant improvement in the efficiency of the labor market'.

It is reflected as well in developing ADSM's Community Engagement Strategic Plan, in which feedback from appropriate stakeholders (e.g. students, employees, alumni) was incorporated. The School will continuously evaluate all aspects of its community engagement activities to ensure maintaining productive relationships with the community, and will maintain a comprehensive set of policies to govern these relationships. Namely:

- P 113 – Co-operative Agreements and Contractual Relationships Policy

- P 116 – Continuing Education and Lifelong Learning Policy
- P 117 – Institutional Relations Policy
- P 302 – Academic Program Advisory Committee(s) Policy
- P 421 – Alumni Relations Policy
- P 425 – Visiting Students Policy
- P 901 – Community Engagement Policy

## 2.1 Target

### **Employers and Relevant Industry Sectors**

ADSM is owned by Abu Dhabi Chamber, thereby coding its DNA to engage with the local business community. ADSM firmly believes that engagement with the community will lead to mutual benefit and has made part of its core goals to give back to the community. Aiming to develop informal and formal relationships with employers, ADSM intends to reach out to entities in the Abu Dhabi community, to establish agreements with them, by which tuition fees discounts are granted to various community segments, as a way of giving back to the community. This furthers ADSM's mission to contribute to sustainable socio-economic development in the knowledge economy.

ADSM will incorporate the needs of employers and professional bodies in its curriculum development process in order to contribute to local economic growth and to society as a whole. This will be reflected in maintain an active role for the Academic Program Advisory Committees, as step to consolidate ADSM's ties to employers and the business community in the Emirate of Abu Dhabi. The establishment of Academic Programs Advisory Committees contributes to building and facilitating relationships between ADSM's programs and professional associations, organizations, employers, community, and educational institutions to encourage innovative and inspiring approaches to learning and program development. The



Committees include in their membership representatives of current and prospective employers in different industries, in addition to faculty members as applicable.

### **Other Education Providers**

ADSM will establish and maintain relationships with other education providers within the UAE. The School will explore and pursue potential relationships and expressions of interest to develop mutually convenient and beneficial arrangements.

ADSM is ambitious to expose its students to international business management concepts and practices that are utilized in a global leadership context. Thus, allowing students to be exposed to critically appraising strategic methods of leadership and the capabilities to leverage innovation in order to meet the challenges in contemporary business organizations. This furthers ADSM's mission to develop entrepreneurial managers and leaders with the knowledge and skills at international standards

### **Alumni**

ADSM's Office of Student Affairs will fulfil the role of an alumni office. This establishes clear lines of communication with the alumni population. ADSM will maintain an updated alumni database, that includes current contact and employment information, and assess the employability of graduates. This will be accomplished by systematically surveying alumni students. The Community Engagement Officer is assigned as the liaison between ADSM and its alumni. ADSM will regularly invite its alumni students to Community Engagement events and activities, in addition to organizing events that respond to the specific needs of alumni. These events will frequently include professional and career development opportunities.

ADSM will maintain an active Alumni Association and will develop a platform as a networking infrastructure to establish a consistent and interactive communication channel with its alumni.

### **Continuous Education**

ADSM will foster active and lifelong learning by providing professional development and continuous education opportunities for its alumni, organizations, and the general public in the Abu Dhabi community. Such opportunities will include the delivery of training, consultancy services, seminars, and workshops.

The Continuing Education unit will specifically address the professional development needs of ADSM's community by creating a variety of programs and courses that are relevant to the needs of the local business community. This will entail reaching out to organizations in the local community to provide consultation services that utilize ADSM's expertise as a business management school, and usually result in delivering training.

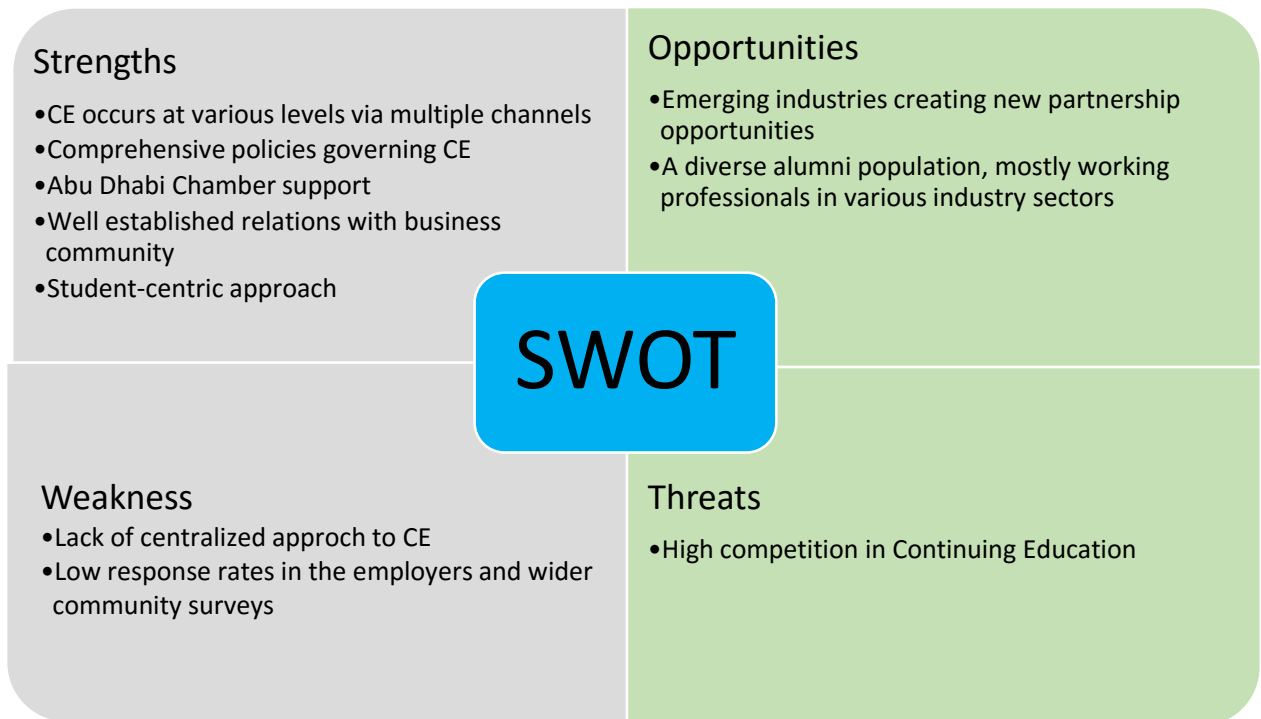
ADSM will utilize the expertise and potential of its faculty and engage them in the creation of innovative offerings that further advance the School's efforts in disseminating knowledge to the wider community. ADSM will maintain its Faculty Webinar Series in which workshops and webinars are offered to the public on topics such as innovation, sustainability, and entrepreneurship.

### **Charitable Organizations**

ADSM will place ties to charitable organizations at the core of its Community Engagement Strategic Plan and will ensure that related events and activities systematically occur. ADSM believes in the critical role these ties play in furthering its mission to promote UAE cultural heritage while fostering diversity, understanding and tolerance, as it believes in charity work being a core Emirati value.

The Community Engagement Strategic Plan will focus on events that highlight the value of charity work, and ADSM will encourage its staff and students to undertake volunteer work and initiatives that are of importance to the local community.

## 2.2 SWOT analysis



**Chart 2: Community Engagement SWOT Analysis**

### 3.0 Charting success

In designing and planning its Strategic Plan 2021 – 2025, from which this specific Community Engagement Strategic Plan 2021 – 2025 cascades, ADSM included standard practice elements such as goals, critical success factors, objectives, implementation plans and monitoring. ADSM considered agility and flexibility in the creation of its Strategic Plan. Agility would address ADSM’s ability to change its offering; and flexibility would consider how easily it can adjust resources for a changing demand of its offering. These principles were also reflected in the creation of this Plan.

#### 3.1 Strategic Goals

In alignment with its Mission and Vision, ADSM established its Core Values, based on which ADSM determined its Strategic Goals.

Core Values	Strategic Goals
Aspire to Excellence	<b>Academic Goal:</b> Achieve academic excellence.
Intellectual Curiosity	<b>Research Goal:</b> Foster research and scholarship aligned to local and national goals.
Professionalism	<b>Management Goal:</b> Implement good governance and sound management practices.
Unrelenting Commitment	<b>Environment Goal:</b> Sustain a friendly environment in which individual potential can flourish
Cultural Respect	<b>Community Goal:</b> Strengthen our community reputation and engagement.

**Table 1: Mapping of Core Values to Strategic Goals**

ADSM has dedicated its fifth Strategic Goal to Community Engagement. However, in implementation the engagement occurs at various levels and through multiple channels that relate to other goals.

### 3.2 Objectives, Critical Success Factors and KPIs to Reach Objectives

In pursuance of its strategic goals, ADSM set objectives and devised Critical Success Factors (CSFs). ADSM has created a large set of key performance indicators (**KPIs**), that will have the purpose of evaluating progress made during the execution of the strategies at the corporate level. Each KPI is “SMART”, where there is a measured, attainable outcome, with a time frequency deadline to measure progress, and an owner of the KPI. These KPIs will be cascaded down to the units and individual employees were relevant. As time progresses, there is a percentage achievement that will be recorded.

In order to reach the objectives created to support each Goal, ADSM has created critical success factors (**CSFs**) related to objectives. These are actions or objectives related to capabilities that are important to reach the targets. ADSM indicated for which governing institution is each KPI required. The institutions are ADSM, ADEK and the MOE.

Table 2 to 6 show the objectives, CSFs and KPIs that relate to Community Engagement at ADSM. In addition to the dedicated Community Goal, with its related CSFs and KPIs, ADSM has identified KPIs under other goals that relate to Community Engagement. These KPIs support ADSM in achieving its Community Engagement goals and enables it to engage with the target set in Section 2.1 of this Plan. For example, KPI 1.34 – New alliance with international academic institution is derived from the Academic Goal, however, it supports ADSM’s to engage with other education providers. Similarly, KPI 3.01 - % of strategic projects shared with Abu Dhabi wide entities is derived from the Management Goal, but supports ADSM’s engagement with employers and relevant industry sectors.

## 1. Academic Goal KPIs related to Community Engagement

ADSM Organizational KPIs											
Goals	Objectives	CSFs	KPI	ADSM	ADEK	MoE	Key Performance Indicators	Action Owner	Measurement	When	Target
1. Academic Goal: Achieve academic excellence	1.1 Invest in internationally specialized faculty to support graduate programs.	1.1.1 Recruit qualified faculty	1.03				Number of Faculty exchange with top 200 universities (inbound)	Academic Dean	Number	Biennial	1
		1.1.2 Retain qualified faculty	1.04				Number of Faculty exchange with top 200 universities (outbound)	Academic Dean	Number	Biennial	1
	1.2 Attract students committed to excellence in leadership and management.	1.2.1 Recruit qualified students	1.16				Number of Exchange students (inbound)	Business Development Director	Number	Triennial	3
		1.2.2 Retain qualified students	1.17				Number of Exchange students (outbound)	Business Development Director	Number	Triennial	3
	1.3 Promote rigor and critical thinking in teaching and learning.	1.3.1 Embedding active learning adult learning theory (andragogy).	1.22				% Satisfaction of Employers with graduates	Program Director	Percent	Annual	70%
			1.24				% employment (within 9 months of graduation)	Program Director	Percent	Annual	80%
	1.4 Offer distinct, world-class business programs to address the emerging complex environment.	1.3.2 Promote the development of independent learning and critical thinking skills.	1.26				Annual advisory meetings per program (APAC for each program)	Program Director	Number	Annual	8
			1.34				New alliance with international academic institution	Academic Dean	Number	Biennial	2
	1.5 Expand international academic partnerships to allow students to benefit from diverse cultural views in business and export success to other nations.	1.5.2 Establish partnership agreements to offer qualified elective courses	1.35				No of elective courses offered from partner HEIs	Dean	Number	Biennial	4
			1.36				No of international inbound visiting professors	Dean	Number	Annual	2
	1.6 Offer high quality classroom experience	1.5.3 Receive inbound visiting professors	1.36				No of international inbound visiting professors	Dean	Number	Annual	2

Table 2: Community Engagement KPIs for Goal 1

## 2. Research Goal KPIs related to Community Engagement

Goals	Objectives	CSFs	KPI	ADSM	ADEK	MoE	Key Performance Indicators	Action owner	Measurement	When	Target
2. Research Goal: Foster research and scholarship aligned to local and national goals	2.1 Value research outputs that is strongly recognized by the international scholarly community.	2.1.1 Recognizing Faculty contribution to the overall body of knowledge. 2.1.2 Grant to ignite research including rewards for research achievements.	2.06				# of external research grants	Director of Research	Number	Biennial	2
	2.2 Actively involve faculty and students in collaborative multi-disciplinary research that addresses interdependent global challenges. 2.3 Provide faculty with necessary resources to improve their research capabilities.	2.2.1 Motivating students to participate in published research projects 2.2.2 Increase research partnerships / collaborations	2.15				% of collaborative publications resulting from research partnerships with Top 200 Universities	Director of Research	Percent	Biennial	2%

**Table 3: Community Engagement KPIs for Goal 2**

### 3. Management Goal KPIs related to Community Engagement

Goals	Objectives	CSFs	KPI	ADSM	ADEK	MoE	Key Performance Indicators	Action owner	Measurement	When	Target
3. Management Goal: Implement good governance and sound management practices	3.1 Prioritize alignment of management practices with stakeholders' expectations.	3.1.1 Implement sound governance practices.	3.03				% of strategic projects shared with Abu Dhabi wide entities	Academic Dean	Percent	Biennial	50%
	3.2 Strive to continuously improve processes towards quality excellence.	3.1.2 Model program delivery in line with regional and national plans									
	3.3 Allocate required resources to maintain profitability and long-term competitiveness	3.6.2 Operational units innovate improvements to operations	3.38				# of innovative improvements made	Dir- Student Affairs	Number	Annual	2
	3.4 Provide faculty and staff with support to achieve planned goals.										
	3.5 Continuously promote sustainability practices										
	3.6 Pursue innovations that enhance change management and improve organizational performance.		3.39					# of innovative improvements made	Dir- Business Development	Number	Annual

Table 4: Community Engagement KPIs for Goal 3



#### 4. Environment Goal KPIs related to Community Engagement

Goals	Objectives	CSFs	KPI	ADSM	ADEK	MoE	Key Performance Indicators	Action Owner	Measurement	When	Target
<b>4. Environment Goal:</b> Sustain a friendly environment in which individual potential can flourish	4.1 Equip faculty and students with technologies to raise the efficiency of operations.	4.3.1 Provide student coaching support.	4.14				# of students obtaining full time employment on graduation through the institution	Student Affairs Director	Number	Biennial	10
	4.2 Promote compliance with a secured learning environment.	4.3.2 Extend advising services to support students to achieve challenging and stretching targets.	4.15				% of students obtaining full time employment on graduation through the institution	Student Affairs Director	Percent	Biennial	3%
	4.3 Empower students with assistance in transitioning to future professional aspirations.	4.4.1 Widen CPD opportunities	4.17				Students to Career Services Staff ratio	Student Affairs Director	Number	Term	100
	4.4 Create an environment allowing faculty to grow and enjoy their working environment	4.4.2 Promote good health and wellbeing (SDG)	4.18				% satisfaction of Students with career guidance	Student Affairs Director	Percent	Annual	80%
	4.5 Provide support to faculty and students to reach their goals	4.5.1 Provide faculty research workshops	4.22				% satisfaction of students with access to BGA careers services	QARMO	Per cent	Annual	50%
		4.5.2 Provide access to BGA careers service									

**Table 5: Community Engagement KPIs for Goal 4**

## 5. Community Goal KPIs

Goals	Objectives	CSFs	KPI	ADSM	AD EK	MoE	Key Performance Indicators	Action Owner	Measurement	When	Target
5. Community Goal: Strengthen our community reputation and engagement	5.1 Identify opportunities for building communication channels with the society.  5.2 Promote ADSM as a premier graduate education partner for the community.  5.3 Promote a culture of inclusivity and accessibility.	5.1.1 Identify and launch community service projects	5.01				# Community event	Student Affairs Director	Number	Annual	5
		5.1.2 Support the Community with specific workshops and actions	5.02				% increase in web and social media visits	Student Affairs Director	Percent	Annual	25%
		5.2.1 Build ADSM brand awareness through community engagement	5.03				Establish new project and/or consultation	Business Development Director	Number	Annual	3
		5.2.2 Develop government and/or private sector partnerships and/or alliances	5.04				Maintain workshop/training	Business Development Director	Number	Annual	5
		5.3.1 Reduce engagement barriers and enhance interactions.	5.05				Establish charitable initiatives	Finance and Administration Operations Director	Number	Annual	2
		5.3.2 Identify opportunities to improve accessibility for disadvantaged students.	5.06				#of established partnerships	Student Affairs Director	Number	Annual	2
			5.07				#Enrolled disadvantaged students	Student Affairs Director	Number	Annual	2

Table 6: Community Goal KPIs

### 3.4 Community Engagement Operational Plan

Following the identification of organizational KPIs that relate to Community Engagement, a specific operational plan has been developed. This operational plan includes goals, objectives, KPIs, timeframes for action and targets that are linked to the annual budget, and monitored on a quarterly basis.

## 4.0 Monitoring Progress

ADSM's institutional strategic plan is a long-term plan. KPIs from the strategic plan are implemented via the annual operating plan. These KPIs are owned and implemented by their corresponding operational unit heads. Annual short-term goals, objectives and targets are created and contribute to the achievement of the long term (5-year) targets. The centralised operating plan is accessible to all action owners on Microsoft Teams (MT).

A seven-stage monitoring and review process is in place:

1. The assigned organizational units work on, and ensure, that the annual targets are achieved.
2. The Head of Unit, as the responsible action owner, reviews and provides a status update on progress to achieve the operating plan KPIs at the end of each quarter.
3. Through the automated quality calendar, all action owners are alerted to the monitoring quarterly census point, expectations and deadlines.
4. QARMO monitors the action-owners' reviews, target dates, deadlines and comments quarterly.
5. The Senior Quality Assurance and Compliance Officer (SQCO) ensures that all units complete the reviews and produces a progress report on the achievements of its SMART targets to the Quality Committee.
6. The SQCO follows-up with action-owners to ensure that unmet actions are completed before the next quarterly review or that obstacles preventing achievement of the KPIs are understood and surmounted.
7. The fourth quarter review summarises the state of achievement of the annual short- and long-term targets of all KPIs.