STRATEGIC PLAN · 2026 – 2030

A Technology-Led Decade.

Abu Dhabi School of Management

PREPARED FOR

Board of Trustees — Strategic Support Committee

Under the governance of the Abu Dhabi Chamber of Commerce & Industry (ADCCI)

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REVIEW & SYNTHESIS

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Foreword from the Acting President

As we enter the 2026–2030 strategic period, ADSM stands at a decisive point in its evolution. Since our founding in 2013 under the Abu Dhabi Chamber, we have matured from a boutique institution into a specialised centre for entrepreneurial leadership education. Our ambition for the next five years is clear: establish ADSM as the premier business school of the region, and position the institution to approach the ranks of the world's leading business schools.

The cornerstone of this period is the integration of artificial intelligence into the fabric of management education. We are not simply teaching about technology. By embedding the UniversitasAI platform into both our pedagogy and institutional operations, we are redefining how a modern business school runs — and equipping our graduates to architect, not merely adapt to, an AI-driven economy.

Our roadmap is accelerated by our access to the 100,000+ member companies of the Abu Dhabi Chamber, and by the upcoming activation of Block B as an applied research, innovation, and executive-education hub. This strategy is a commitment to academic quality, accreditation rigour, and institutional discipline. It is equally a commitment to financial resilience — moving from tuition dependency toward diversified revenue through continuing education, applied research, industry partnerships, and IP commercialisation.

With the support of our Board of Trustees, the Abu Dhabi Chamber, our faculty, and our alumni, we are engineering a future where ADSM is recognised globally as the home of AI-forward, industrial-strength management education. I invite you to join us as we lead Abu Dhabi — and the region — into this next era.

Dr. Marc Poulin

Acting President, Abu Dhabi School of Management · April 2026

CHAPTER 2

Executive Summary

The 2026–2030 period marks ADSM's transition from stabilisation to aggressive, diversified growth. Five strategic goals are aligned one-to-one with MoHESR's Outcome-Based Evaluation Framework (OBEF) 24 KPIs, and every initiative is tracked against measurable objectives through UniversitasAI, ADSM's proprietary AI-enabled command-and-control system. This summary is written so the Board can reconstruct the plan in five pages — the underlying detail is in Chapters 3 through 18 and the six appendices.

2.1 Institutional Snapshot

Founded in 2011 under the Abu Dhabi Chamber of Commerce & Industry (ADCCI) and admitting its first cohort in 2013, ADSM has produced 2,000+ Emirati alumni now in leadership roles across government and industry. The 2024–2025 consolidation reduced the salary base by approximately 40%, reached financial break-even, and secured a 4-year license renewal at "Very Good" standing from CAA and ADEK — the first time the institution has achieved this standing. As of Spring 2026 ADSM operates with 475 full-time students (95% Emirati), 60 employees (25 faculty, 35 staff), approximately 10 adjunct faculty, and 30M AED in annual revenue.

The academic portfolio comprises six degree programmes: MBA (seven concentrations), MSBA, MSLOD, MSQBE, BScM (Digital Technologies focus, with three new majors being added), and the DBA that launched Spring 2026. Two Bachelor's-level additions are planned (BBA AI Entrepreneurship, Fall 2027) alongside new Masters concentrations and the PhD in 2028. Eight in-programme plus five industry-focused micro-credentials roll out in 2026.

2.2 Strategic Posture (2026–2030)

The plan pivots from stabilisation to **aggressive growth and diversification**. The explicit five-year targets are:

- 1,000+ full-time students by 2030 (from ~475 in Spring 2026; ~15% annual enrolment growth).
- Tuition revenue of 60M+ AED annually (from ~30M AED).
- 15M AED+ from non-tuition streams — continuing & executive education, applied research and consultancy, rental/memberships, branding, donations.
- Tuition dependency below 70% by 2030.

- Accreditation trajectory: BGA / QAA maintained; QS Stars in-cycle; ACBSP in ~3 years; AACSB on the realistic 5–7 year horizon. QS MBA ranking entry in 2027; QS institutional 2028; THE 2029.

The plan is financially defensible: the expected P&L scenario (Chapter 12) shows a 7.3M AED surplus in 2026 growing to 33.1M AED by 2030, with profit margins of 21% to 43%. The expected case is deliberately conservative — Block B revenue lines are understated and expected profits materially exceed the institution's operating requirements. The pessimistic scenario applies a further 15% enrolment shortfall and a one-term Block B delay; ADSM still returns to surplus by 2028 under that case.

2.3 The Five Strategic Goals

G1 — Student Employability

Rankings, industry certifications, international dual programmes, employability outcomes, industry skills, quality teaching, regional relevance. Primary alignment: OBEF Pillars 1 and 2 (50% of OBEF weight).

G2 — Applied Research Impact

Quality output, research centres, industry funding, international collaboration, translational research, applied IP. Primary alignment: OBEF Pillar 4 with secondary Pillar 5.

G3 — Effective Institutional Environment

Learning environment, working environment, core values, entrepreneurial culture, outcome-based recognition. Primary alignment: OBEF Pillars 2, 3, 6.

G4 — Management Excellence

Governance efficiency, profitable growth, process quality, digital transformation (principally UniversitasAI deployment). Primary alignment: OBEF Pillar 5 and underpinning all.

G5 — Community Impact

Industry training & consultancy, alumni engagement, community initiatives aligned with UAE national priorities, industry-relevant programmes. Primary alignment: OBEF Pillars 3 and 6.

2.4 Differentiators and Competitive Position

ADSM is the only business school originating in Abu Dhabi. Its competitors are multi-discipline universities with business colleges (ADU ~8,000 students; UAE University ~14,000). ADSM differentiates on three dimensions that are hard to replicate:

- **Industry & Chamber access.** Direct institutional link to the ADCCI network of 100,000+ member companies. Uniquely positioned for industry-funded research, corporate training, and job placement — the operational mechanisms that drive OBEF Pillars 1, 2, and 3.

- **AI-forward pedagogy.** The first AI-native business school in the region through UniversitasAI integration across teaching, operations, research, and student-facing services. The platform is a strategic differentiator, an operational asset, and a source of IP.
- **Specialisation with focus.** A tight portfolio concentrated on management, leadership, and entrepreneurship. Every programme is chosen; none is inherited from a broader university mandate.

2.5 Market Context — Demand, Not Scarcity

The UAE has approximately 100,000 students enrolled in business-degree programmes nationwide and 30,000 in Abu Dhabi alone. The Business & Management segment represents ~44% of UAE university enrolment — a USD 4.6–4.8B annual segment. ADSM's five-year target of 1,000 full-time students represents roughly **3% of the Abu Dhabi business-degree pool** and **1% of the UAE pool**. At this scale the binding constraint is not market demand or competitive saturation. ADSM can succeed by winning a small, well-served, specialised slice — selected on depth and differentiation, not volume.

Market saturation is therefore classified as a **positioning risk** (brand, specialisation, reputation) rather than a **demand risk**. The growing presence of international branch campuses intensifies the fight for mindshare among the top tier of prospective students; ADSM's response is specialisation depth and the Chamber advantage, not scale.

2.6 Investment Requirements

- **Block B refurbishment.** 3M AED. Block B is the critical capacity unlock for 2026–2030; the Chamber's financial support is the fundraising path. See Chapters 10 for the detailed business case.
- **Accreditation costs.** AACSB self-study 20K AED + accreditation process (5–7 yr); ACBSP self-study 10K AED + 3 yr process; QS Stars 275K AED.
- **New programme launches.** 20–50K AED per programme at development.
- **Faculty compensation recalibration.** Reduce full-salary headcount; expand part-time faculty for lecturing and specific research roles. Net cost-neutral to modestly favourable; see Chapter 10.4 and Appendix A.

2.7 Key Risks and Mitigations

The full risk register is in Appendix B; the top-level strategic risks are summarised below. Each is mapped to probability, impact, and a defined mitigation owned by a named function.

- **OBEF regulatory pace.** Rapid change in MoHESR requirements. Mitigation: OBEF Command Centre (Chapter 14) — continuous evidence, not periodic submissions.
- **Tuition dependency during diversification phase.** High probability, medium-high impact. Mitigation: aggressive Continuing Ed + Industry Advisory; Block B revenue activation; IP commercialisation.
- **Faculty talent acquisition & retention.** High probability, high impact. Mitigation: compensation benchmarking (Appendix A); portfolio rebalance; non-monetary benefits package.
- **Block B delay.** Medium probability, high impact. Mitigation: phased occupancy; pre-agreed vendor contracts; Block A optimisation as bridge.
- **Accreditation setback (AACSB in particular).** Medium probability, high long-term impact. Mitigation: realistic 5–7 year horizon; ACBSP pursued in parallel (3 yr); QS Stars as interim.

Market saturation is intentionally not elevated here; at ADSM's scale the demand-side binding constraint is specialisation, not supply-side competition (see §2.5).

2.8 How This Plan Is Different from Its Predecessors

ADSM has had strategic plans before. What differentiates this one:

- **OBEF-native.** The five goals are re-architected to map 1-to-1 onto the 24 OBEF KPIs (Chapter 8, Appendix C). The strategic plan is operationally identical to the accreditation evidence requirement.
- **Live not static.** UniversitasAI (Chapters 14–15) reconciles the plan against real-time data. Initiative status, KPI drift, risk triggers, and financial variance are surfaced continuously — not at fiscal-year-end.
- **Financially testable.** Every target is numeric (revenue lines, enrolment, certification counts, publication volume, IP output). The plan can fail on data, not on narrative.
- **Block B as a revenue engine.** Six integrated functions with line-item revenue targets 2026–2030 (Chapter 10.5 and separate Chamber Investment Memo).
- **Realistic accreditation timelines.** AACSB on 5–7 years, ACBSP on 3 years, QS Stars near-term — no 18-month promises.

CHAPTER 3

Strategic Planning Framework

This chapter presents the strategic framework followed to develop ADSM's five-year strategy — the methodology, the analytical stages, and the governance architecture that converts the plan from a document into an operating instrument.

3.1 A Dynamic, AI-Enabled Planning Approach

The 2026–2030 plan is designed to provide a steady navigational course while maintaining the agility required for a rapidly evolving educational landscape. Predicting macro-environmental factors over a five-year horizon is inherently complex, so ADSM has adopted a flexible and nimble framework. Long-term vision remains constant; tactical execution stays responsive to shifting market conditions, regulatory updates, and technological disruptions.

Our strategy is firmly anchored in ADSM's long-term ambition — to be recognised as a leading business school in the GCC — and differentiated through a specialised focus on Entrepreneurship and Innovative Management. The model incorporates the traditional pillars of strategic planning (defined goals, objectives, measurable milestones) while prioritising *transparency of assumptions*: each underlying assumption is explicitly documented and continuously monitored, allowing for rapid pivots as new data emerges.

A cornerstone of this framework is the integration of advanced AI tools through UniversitasAI. These technologies serve two critical functions:

- **External foresight** — AI-assisted monitoring of education-sector signals, regulatory change, and industry demand provides ADSM with an early-detection advantage on market shifts.
- **Internal optimisation** — real-time KPI tracking, automated initiative reconciliation, and scenario simulation via the Strategy Agent allow leadership to monitor internal performance and adjust operations and resource allocation without waiting for a formal review cycle.

3.2 Data Sources and Stakeholder Consultation

The plan was developed through a structured multi-source process:

- **Regulatory input** — MoHESR OBEF documentation (the 6-pillar, 24-KPI framework issued December 2024), CAA re-licensing feedback (4-year renewal, January 2026), ADEK oversight guidance, and the updated MoHESR approval process for new programmes.
- **Shareholder alignment** — ADCCI leadership, the ADCCI-chaired Board of Trustees, and the December 2025 Governance Framework approval. The March 4, 2026 BoT meeting confirmed the transitional organisational adjustments.
- **Internal stakeholder consultation** — ADSM Acting President, Provost, Dean, Programme Chairs, Director of Research, Institutional Effectiveness unit, HR, Finance, and the Executive Committee contributed to goal and objective definition.
- **Industry input** — ADCCI member-company signals, Industry Advisory Boards for each programme, existing MoU and corporate-training clients (Abu Dhabi Accounting Authority, Sheikh Shakhbout Medical City, Judicial Department, Presidential Court, Supreme Council for National Security, and others).
- **Academic partners** — existing partnerships with HKUST-GZ, Georgia Tech Logistics Lab, CITA, HEC Paris and HEC Montréal, King's College Hospital London, ITMO, and GIM informed internationalisation and dual-degree plans.
- **Competitive benchmarking** — published materials from ADU, AAU, Liwa, NYUAD, and Dubai-based institutions, plus market-size data from MoHESR and third-party research (EdTech and generative-AI market forecasts).
- **Internal performance data** — ADSM's existing KPI stack, financial records, enrolment history, research-output tracking, and alumni engagement records.
- **AI-assisted synthesis** — UniversitasAI's Strategy Agent reconciled the inputs against the OBEF framework, surfaced objective–initiative gaps, and generated initial drafts for leadership review. Every output was editorially reviewed by ADSM leadership before inclusion.

3.3 Analytical Stages: Environment → Goals → Objectives

The foundation begins with a rigorous validation of ADSM's institutional direction through comprehensive internal and external analysis. Environmental scans and a refreshed SWOT analysis (internal: portfolio, faculty, capacity, finance; external: UAE macro trends, OBEF, competition, demographics) proactively question the continued appropriateness of ADSM's historical goals. This analytical layer ensures ADSM maintains its core competitive advantages — the unique link to ADCCI and the niche in AI-driven management — while confirming that external market opportunities remain viable and aligned with ADSM's capabilities.

Historically, ADSM maintained five core strategic goals aligned with CAA requirements, primarily serving as aspirational benchmarks. In response to MoHESR's new OBEF, the school is fundamentally shifting its strategic orientation — from a process-based model toward a results-oriented approach where goals are defined by tangible outcomes. The revised objectives have been developed through stakeholder consultation and are designed to remain dynamic, allowing adjustments as shareholder aspirations or external-partner requirements evolve.

Each overarching goal is supported by several measurable objectives, each with a specific deadline and a clearly defined accountable unit. While goals and objectives are designed to serve a diverse range of stakeholders, the primary alignment driver is MoHESR's OBEF for the MoHESR itself. This structured approach transforms high-level aspirations into a concrete, accountable roadmap for 2026–2030.

3.4 From Strategy Selection to Key Initiatives

The transition from high-level aspiration to operational reality is managed through a multi-stage selection framework. Candidate strategies are identified and analysed for their ability to address specific institutional objectives and market gaps, then stress-tested against core capabilities, resource availability, and the requirements of OBEF. This vetting process filters broad goals into actionable priorities.

The final selection of strategies serves as the catalyst for creating **Key Initiatives**. These initiatives are the essential tasks and activities required to transform objectives into institutional achievement. While initiatives may originate in specific departments, they are designed as cross-functional endeavours that permeate the organisation, fostering institutional synergy. Initiatives serve as the primary management levers; they are continuously monitored and calibrated in response to shifting capabilities, environmental factors, or strategic assumptions.

Across 2026–2030 ADSM expects to execute a concentrated portfolio of approximately 40 initiatives (around 15 flagship initiatives in 2026). Each has a defined lifecycle tied to specific execution periods and performance milestones. Every project has a dedicated budget, a projected impact assessment, and a clear owner — see Chapter 9 for the full inventory and Appendix C for the objective-coverage matrix.

3.5 Implementation, Enablers, Resources, Risks

The implementation phase is action-oriented but intrinsically linked to the analysis phases — any deviation from the projected execution path may trigger a structured review of initiatives, departmental objectives, or high-level goals. This keeps the plan grounded in reality rather than becoming a static mandate.

Successful execution depends on the alignment of four enablers: human resources (faculty and staff profile mix), IT systems (UniversitasAI, Odoo, Moodle, LMS), optimised operational processes (Governance Framework, DoA, policy stack), and funding (core tuition plus diversified non-tuition streams). ADSM's unique organisational context — ADCCI shareholder, small institution size, high-demand specialisation niche — is treated as a fundamental consideration, ensuring culturally resonant and values-aligned implementation.

Standardised project management principles track progress and accountability. A comprehensive risk-management strategy (Chapter 13 and Appendix B) identifies potential threats and establishes proactive mitigation — the institution anticipates obstacles before they arise, rather than reacting when they surface.

3.6 Governance and Performance Monitoring

The governance and performance-monitoring layer is the institutional "command and control" ensuring the plan stays on track. This involves continuous refinement of the governance framework, including the organisational chart and the Delegation of Authority (DoA) matrix. Structural elements are shaped by strategic direction set by the Board of Trustees and ADCCI, ensuring every level of the hierarchy is empowered to drive ADSM toward its 2030 vision.

Real-time visibility is maintained through a multi-tier KPI architecture (Chapter 17): aggregate institutional KPIs for high-level oversight; granular unit-level KPIs for departmental outputs; OBEF KPIs for Ministry alignment; external accreditation KPIs (AACSB, ACBSP, BGA, QS Stars); and operational KPIs for process health. Advanced AI tools within UniversitasAI don't only record historical data — they predict potential impacts and simulate scenarios, shifting the institutional stance from reactive to proactive.

Ultimately this layer ensures dynamic reallocation of resources. By evaluating performance against established milestones, ADSM shifts financial, human, and technological assets to where they are most needed — keeping the institution lean, focused, and consistently advancing toward its strategic objectives with maximum efficiency.

3.7 Four-Tier Architecture (Summary)

1. **Foundational Identity.** Mission, vision, values, goals (Chapter 4, Chapter 8).
2. **Strategic Initiatives.** High-impact projects with owners, budgets, milestones (Chapter 9).
3. **Key Enablers.** Assumptions, capabilities, resources (Chapter 7.5–7.6, Chapter 10).
4. **Governance & Implementation.** Oversight, monitoring, dynamic reallocation (Chapter 13, Chapter 17).

CHAPTER 4

Institutional Identity & Positioning

4.1 Background and Milestones

The Abu Dhabi School of Management (ADSM) was established in 2011 under the Abu Dhabi Chamber of Commerce and Industry (ADCCI) as a higher-education institution committed to developing entrepreneurial, ethical, and innovative leaders for the UAE's transition toward a knowledge-based economy. ADSM launched its first academic offering in 2013 with an MBA centered on entrepreneurship and leadership, modelled initially on Babson College and later strengthened through collaboration with Imperial College London.

As a boutique management school, ADSM has since expanded its portfolio — three additional master's programmes by 2019, a Bachelor of Science in Management in 2023, and a Doctor of Business Administration (DBA) approved by the CAA and admitting its first cohort in Spring 2026. Today, ADSM integrates entrepreneurship, innovation, sustainability, artificial intelligence, and digital transformation across its academic approach, aligned with UAE government priorities.

4.2 Chamber Ownership Model and Institutional Mandate

ADCCI owns 100% of ADSM's shares. Although licensed as a for-profit entity, ADCCI supports ADSM through its growth phase and expects ADSM to reinvest profits into continued development. ADSM's mandate is to provide relevant professional value to UAE nationals and the expatriate workforce in Abu Dhabi, through degree programmes and professional upskilling aligned to local market needs.

4.3 Vision, Mission, and Core Values

Mission. ADSM develops 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 environment that promotes entrepreneurialism, scholarly inquiry, research, innovation, and UAE cultural heritage while fostering diversity, understanding, and tolerance.

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

Core Values.

- **Innovation** — advancing AI-enabled and evidence-based learning experiences.

- **Excellence** — upholding rigorous academic and administrative quality standards.
- **Inclusivity** — fostering a fair, respectful, diverse, and supportive learning community.
- **Leadership** — developing visionary, ethical, and entrepreneurial leaders.
- **Lifelong Learning** — promoting continuous professional and personal growth.

4.4 Institutional Value Proposition

ADSM offers a focused portfolio of programmes in leadership and business management for aspiring entrepreneurs, business leaders, and professionals in an AI-driven economy. The curriculum emphasises innovation, inclusivity, sustainability, and entrepreneurial support through an integrated incubator and specialised academic programmes.

Programmes:

- **Master of Business Administration (MBA)** — concentrations in Digital Transformation & AI, Supply Chain Management, SME Management, FinTech & Digital Currencies, Global & Family Business, and Sports & Event Management.
- **Master of Science in Business Analytics (MSBA)** — specialising in AI Management and Big Data Analytics.
- **Master of Science in Leadership and Organisational Development (MSLOD).**
- **Master of Science in Quality and Business Excellence (MSQBE).**
- **Bachelor of Science in Management (BScM)** — with Digital Technologies focus; three new majors being added.
- **Doctor of Business Administration (DBA)** — first cohort Spring 2026.

ADSM serves a diverse population across the UAE, primarily in Abu Dhabi, with rising demand from early-career professionals, mid-career managers, entrepreneurs, and government-sector employees. Target population breakdown:

Segment	Share	Description
Aspiring Business Leaders (Masters)	30%	Students aiming for leadership roles in business and management.
Managers interested in AI & Digital Transformation	30%	Working professionals upskilling for AI-driven leadership.
Entrepreneurial students (Masters)	20%	Founders and near-founders entering or building ventures.
Corporate Professionals (Masters)	10%	Mid-career professionals enhancing business and management skills.
Young adults (BScM)	10%	High-school graduates entering higher education; working adults completing a first degree.

4.5 Alignment with Abu Dhabi / UAE Economic Priorities

UAE Vision 2031. ADSM contributes directly to the UAE's ambition for a globally competitive, knowledge-based economy by strengthening digital transformation, human-capital development, and innovation-driven growth. This is achieved through future-ready academic programmes that integrate applied business competencies, data-driven decision-making, leadership development, and technology-enabled learning. ADSM supports national priorities through employability-focused curricula, industry partnerships, entrepreneurship initiatives, and the development of graduates equipped for emerging sectors including AI, advanced services, fintech, and sustainability management.

Abu Dhabi Economic Vision 2031. ADSM supports Abu Dhabi's goal of building a diversified, resilient economy by developing leadership, management, and entrepreneurial capabilities aligned with workforce needs. Through executive education, applied learning, and engagement with the business community, ADSM contributes to enhancing the competitiveness of Abu Dhabi's talent base and supports the private sector via corporate training and innovation-oriented programmes encouraging start-up creation, SME growth, and business transformation.

UAE Artificial Intelligence Strategy 2031. ADSM advances the UAE's AI ambitions by embedding AI literacy, digital skills, and practical AI applications across academic programmes and institutional operations. Students gain competencies in AI-enabled management, predictive analytics, automation, digital strategy, and responsible AI governance. ADSM promotes AI adoption through research initiatives, industry projects, and the integration of AI tools into teaching, learning, and administrative systems — with institutional policies on AI ethics and responsible technology adoption that align with national values and governance frameworks.

Innovation and Entrepreneurship Policy Alignment. ADSM embeds innovation as a core institutional value, including policies supporting student-led innovation challenges, incubation and acceleration programmes, applied research funding mechanisms, intellectual-property development, and industry-sponsored projects. ADSM encourages innovation in teaching and learning through experiential education models, technology-enabled pedagogy, and interdisciplinary collaboration — reinforcing Abu Dhabi's position as a centre for entrepreneurship, smart government, and future industries.

Tolerance and Social Cohesion Alignment. ADSM fosters an inclusive academic environment reflecting the UAE's multicultural identity. Policies ensure equal opportunity, diversity, and non-discrimination across recruitment, admissions, and student engagement. Through leadership development, ethics education, and responsible management training, ADSM reinforces values of respect, global citizenship, and intercultural dialogue.

Sustainability and Green Growth Alignment. ADSM integrates sustainability, ESG principles, and responsible management into its academic and research activities, aligned with the UAE's Net Zero 2050 commitment. Programmes cover sustainable business models, green finance, circular economy, and sustainable supply-chain management. Campus operations pursue waste reduction, energy efficiency, paperless operations, and sustainable procurement.

Government Excellence Model (GEM 2.1). ADSM uses KPI-driven strategic planning, continuous improvement mechanisms, stakeholder satisfaction monitoring, and the integration of outcome-based education principles. Governance and quality assurance policies strengthen accountability, transparency, and institutional resilience, ensuring alignment with national performance frameworks.

4.6 Stakeholders

Internal Stakeholders.

- **Board & Ownership.** Abu Dhabi Chamber of Commerce & Industry (ADCCI) — parent organisation, governance, funding, strategic alignment.
- **Leadership & Governance.** Acting President & Provost, Academic Dean, Programme Chairs (MBA, MSBA, MSQBE, MSLOD, BScM, General Education), Quality & Risk Management Office, HR, Finance, Administrative functions.
- **Faculty & Staff.** Core Faculty (teaching, research, service), Teaching-only Faculty (industry practitioners), Research-focused Faculty (grant-funded), Academic support staff (recruitment, library, IT & labs, Odoo specialists, incubator team).
- **Students.** Undergraduates (BScM with concentrations in AI, Finance, Supply Chain, Digital Marketing, HR Leadership); Postgraduates (MBA with 7 concentrations; MSBA; MSQBE; MSLOD); DBA candidates.
- **Alumni.** Over 2,000 Emirati alumni across government, entrepreneurship, and corporate leadership.

External Stakeholders.

- **Government & Regulators.** MOHESR/CAA, ADEK (institutional oversight), UAE government bodies using ADSM for training.
- **Academic & Accreditation Bodies.** CAA (institutional & programme accreditation); DASCA (MSBA accreditation); QAA (UK Quality Assurance Agency); AMBA/BGA (in progress); EFQM; PRME (MENA Chair role); AACSB Business Education Alliance (global engagement).
- **Industry Partners & MoUs.**
  - Global Tech & Industry: Microsoft, Google, IBM, Siemens, Revitalife.
  - Academic MoUs: HKUST, HEC Paris, HEC Montréal, SKEMA, Georgia Tech, ITMO, GIM.
  - Healthcare & Professional: King's College Hospital London, ADGM Academy.
  - Regional Ecosystem: UAE Academy, ADCCI subsidiaries, SMEs.
- **Community & Society.** Student families and guardians; local Emirati community (scholarships, government programmes); alumni networks as role models and contributors; media (Forbes ME, Times Higher Education, regional press).
- **Corporate Training & Consultancy Clients.** Abu Dhabi Accounting Authority, Sheikh Shakhbout Medical City, Environmental Agency, Family Development Foundation, Al Dhafra Municipality, Judicial Department, Presidential Court, Supreme Council for National Security.

4.7 Governance

ADSM is owned by ADCCI and overseen by its Board of Trustees. It has a President and multiple academic and non-academic units. As of early 2026 ADSM has 25 faculty, 35 staff, and approximately 10 adjunct faculty, plus select consultants supporting projects.

Due to the institution's size, leadership is deliberately minimal and the number of units reflects direct Ministry requirements. The current organisational chart shows several positions temporarily filled by the President and other unit heads — a transition ADSM has undergone since 2024 to become leaner and to build digital systems capable of absorbing administrative load.

On November 28, 2025, the ADSM BoT approved a new Governance Framework proposed by ADCCI; ADCCI gave final approval on December 20, 2025. The Framework recognises ADSM's transitional state, characterised by lower revenue from tuition and continuing education (the latter declined sharply in recent years) and constrained management and leadership capacity against strict Ministry expectations.

On March 27, 2024, the ADSM BoT changed the leadership. In the twelve months that followed, most unit heads and some senior officers departed. The cost-reduction exercise reduced the salary base by approximately 40% over two years; student enrolment rose and costs fell, but the resulting workforce strained under administrative obligations (over 15 standing committees, audits, and accreditations). ADCCI engaged external consultants to design the new Framework supporting ADSM's transition to profitability and growth.

The approved Framework is transitional and will remain until ADSM has resources to replace key leadership positions. The ADSM leadership verified feasibility following initial approval and obtained minor adjustments at the March 4, 2026 BoT meeting. These adjustments are incorporated into the implementation phase.

ADSM's 14 standing committees were abolished except the Executive Committee (ADSM leadership), the Academic Council, and the Academic Standards Committee. The roles and responsibilities of the previous committees have transferred to individuals in relevant management positions, with ad-hoc committee meetings as needed. Three BoT sub-committees — Strategy, Budget, and Risk & Audit — were created, each chaired by BoT members with members drawn from ADSM and ADCCI. Two task forces support the heads of key units.

The Framework's second component is the updated Delegation of Authority (DoA) matrix. Two new positions were created: the Director of Corporate Affairs and the Director of Academic Affairs (renamed "Provost", assigned October 2025). The Director of Corporate Affairs remains unassigned, with the Acting President filling that role in the transition and delegating selected authorities. The new DoA will be elaborated by unit across subsequent planning cycles.

Figure 1 — Current Organisational Chart (December 2025, pre-Framework)

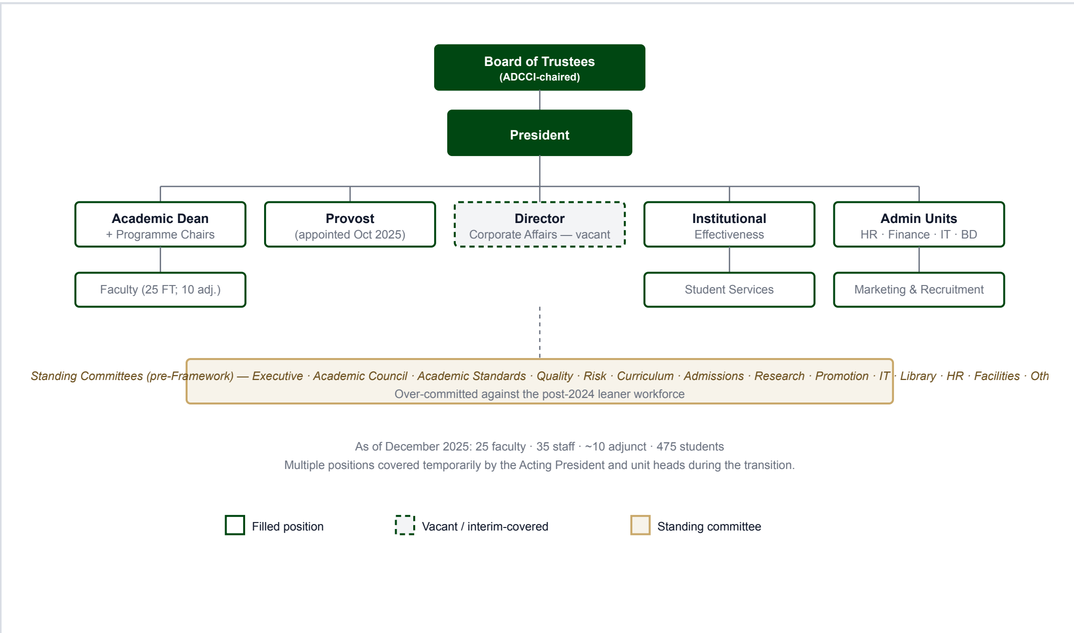
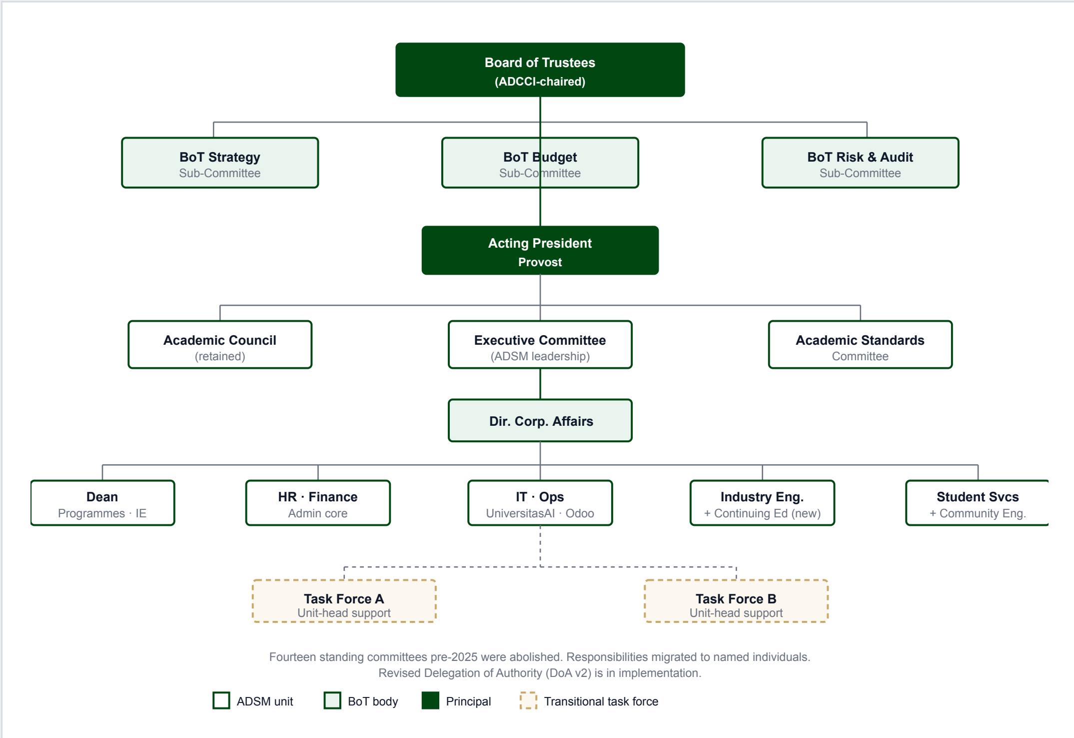


Figure 2 — Transitional Governance Structure (post-December 2025 Framework)


Board of Trustees
(ADCCI-chaired)
BoT Strategy
Sub-Committee
BoT Budget
Sub-Committee
BoT Risk & Audit
Sub-Committee
Acting President
Provost
Academic Council
(retained)
Executive Committee
(ADSM leadership)
Academic Standards
Committee
Dir. Corp. Affairs
Dean
Programmes · IE
HR · Finance
Admin core
IT · Ops
UniversitasAI · Odoo
Industry Eng.
+ Continuing Ed (new)
Student Svcs
+ Community Eng.
Task Force A
Unit-head support
Task Force B
Unit-head support
Fourteen standing committees pre-2025 were abolished. Responsibilities migrated to named individuals.
Revised Delegation of Authority (DoA v2) is in implementation.
ADSM unit
BoT body
Principal
Transitional task force

CHAPTER 5

External Analysis

5.1 UAE Macro Trends Impacting Higher Education and Business Schools

The UAE is undergoing a significant transition toward a diversified, knowledge-based economy driven by UAE Vision 2031 and the Centennial 2071 agenda. Demand is rising for higher-education institutions that produce work-ready graduates with advanced competencies in leadership, entrepreneurship, and innovation. Business schools in particular are expected to develop managerial talent for emerging sectors such as logistics, advanced manufacturing, renewable energy, healthcare, fintech, and creative industries. As the private sector expands and Emiratisation targets intensify, institutions are under growing pressure to align curricula with labour-market needs and demonstrate measurable graduate-employability outcomes.

A major macro trend is the rapid acceleration of digital transformation and artificial-intelligence adoption across government and industry. The UAE is positioning itself as a global hub for AI, smart services, and advanced technologies, reshaping expectations for business education. Business schools are increasingly required to embed AI literacy, data analytics, automation, cybersecurity awareness, and digital business models into their programmes. The trend is also transforming delivery, with greater emphasis on hybrid learning, adaptive learning technologies, simulation-based education, and AI-enabled student support. Institutions that fail to modernise risk losing relevance in both local and international markets.

Another key trend is the UAE's focus on sustainability, ESG compliance, and green economic growth, particularly following the country's commitment to Net Zero 2050 and its increasing role in global climate leadership. Employers are seeking graduates who understand sustainable finance, responsible governance, green supply chains, and climate-risk management. This creates an opportunity for business schools to differentiate through specialised sustainability programmes, research centres, and industry partnerships focused on sustainable innovation. Sustainability is also influencing institutional operations, with expectations for environmentally responsible campus practices, energy efficiency, and sustainability reporting becoming part of reputational and regulatory performance.

Finally, the UAE higher-education sector is becoming increasingly competitive and performance-driven, shaped by stronger regulatory frameworks, international accreditation expectations, and the government's focus on institutional excellence. The growing presence of international branch campuses and global education providers intensifies competition for students, faculty, and industry partnerships. National frameworks emphasise outcomes-based education (OBEF), research impact, graduate employability, and contribution to national priorities. Business schools must strengthen governance, quality assurance, industry integration, and international positioning through rankings, accreditations, and global collaborations to remain competitive.

5.2 Competitive Benchmarking

ADSM is the only business school originating from Abu Dhabi. Its competitors are mainly universities offering business programmes among multiple colleges. ADSM is also on the smaller side, with approximately 475 full-time students as of February 2026 (95% Emirati). Across both emirates, business schools increasingly compete on research impact, accreditation status, industry alignment, digital-ready curricula (analytics, AI), and international partnerships. Institutions that can demonstrate measurable graduate outcomes, strong employer linkages, and innovation in learning delivery are particularly well-positioned.

Abu Dhabi University (ADU)

A leading private university with strong business and management offerings (BBA, MBA, Executive Education) and notable international accreditations. ADU's College of Business is ranked among the top in the UAE and the Gulf region by QS for research productivity and industry relevance. *Key strengths:* dual international accreditation and strong ranking profile; industry-linked curriculum with practical, employability-focused pedagogy; Executive Education / lifelong-learning options for working professionals. ADU has over 8,000 students with Business as a minority segment; classes are often large and less personalised.

Al Ain University (AAU) – Abu Dhabi Campus

A university offering broad business programmes with strong industry alignment and practical application, emphasising regional economic needs and skills readiness. *Key strengths:* comprehensive curriculum with internships and skill-based modules; focus on regional market relevance and practical competencies. AAU's Abu Dhabi branch is not downtown like ADSM and operates many programmes without an industry-specific focus; the main campus is in Al Ain.

Liwa University (LU) – Abu Dhabi / Al Ain

A private institution with campuses in Abu Dhabi and Al Ain, offering undergraduate and postgraduate programmes including a strong BBA portfolio. Licensed and accredited by MoHESR/CAA, Liwa College transitioned into Liwa University in 2025, reflecting expansion in academic scope. *Key strengths:* broad BBA specialisations (Finance, Accounting, Marketing, HRM, digital business); growing university with modern campus infrastructure; focus on employability through applied learning and professional-readiness pathways. Many peers now offer programmes geared to industry, employability, and hybrid delivery for the working class.

New York University Abu Dhabi (NYUAD)

A globally recognised liberal-arts and research-intensive institution with rigorous business and economics programmes. NYUAD attracts a diverse, high-calibre student body and emphasises global leadership, innovation, and interdisciplinary problem-solving. *Key strengths:* strong global brand and research ecosystem; international faculty and partnership networks; project-based learning with a leadership and critical-thinking emphasis. NYUAD's students are of the highest calibre and typically receive full scholarships; the institution does not generally compete for the same students as ADSM, though overlap exists at the margins.

Dubai-Based Universities

Although universities and business schools in Dubai are relatively far, they may become competitors for students willing to commute or study hybrid/online. American University of Dubai, Smart University, Zayed University (Dubai), and Canadian University are examples offering business programmes. The number of universities in the UAE has grown significantly — from around 80 to over 100 accredited institutions in the last year alone. More than 45 institutions offer competitive business programmes in the UAE.

Due to this competition, most programmes are similar in duration and price; students can compare and easily select. Masters tuition ranges from 60,000 AED to 90,000 AED net of scholarships and discounts. Elite institutions such as INSEAD and HULT charge more than double, and several offer full scholarships for top students. Differentiation must therefore come from focus, outcomes, industry integration, and delivery innovation.

5.3 Market Size & Trends

- **Segment Dominance.** Business and Management is the largest field of study in the UAE, accounting for approximately 44% of university enrolments.
- **Estimated Segment Value.** Based on total higher-education revenue projections for 2026, Business and Management alone is valued at roughly USD 4.6B – USD 4.8B annually.
- **Growth Outlook.** The broader higher-education market is projected to reach USD 24.3B by 2030 (CAGR 12.7%), with Business and Management expected to maintain its ~50% market share as demand for MBAs and specialised DBAs continues to rise.
- **Generative AI SOM.** The serviceable obtainable market for generative-AI applications in the UAE was USD 73.05M in 2024, projected to reach USD 321.42M by 2033 (CAGR 15.97%).
- **Abu Dhabi Volume.** About 5,000 – 8,000 high-school graduates seek Business or Management degrees each year — a healthy local market for Bachelor degrees. In the Business/Management space, ADSM competes for a pool of approximately

140,000 students nationwide. In Abu Dhabi, the primary volume competitors are Abu Dhabi University (~8,000 students) and UAE University (~14,000 students).

The Middle East is experiencing significant advancements in AI education and entrepreneurship, driven by substantial government investments, a youthful and tech-savvy population, and growing demand for skill-based training. These trends create unique opportunities for ADSM to align Business and Management programmes with regional developments.

5.4 Local Accreditation Bodies: MOHESR and ADEK

The MOHESR created a new Outcome-Based Evaluation Framework (OBEF) in December 2024, which radically changes the accreditation process. OBEF consists of 6 pillars and 24 KPIs focused on Impact, Student Employability, Quality, Innovation, Online Education, and International Collaboration. The Ministry and CAA have moved from prescriptive standards overseeing resources, processes, and inputs to guidelines and best-practice frameworks focused on outputs. Many service cycles have accelerated — most applications for new programmes are now approved within a few weeks rather than months.

ADEK still applies a traditional application and oversight process, making the accreditation of new programmes in Abu Dhabi more lengthy than in other emirates. Submitting a new programme to ADEK takes about four months; the CAA step is one week. For other emirates, only the CAA one-week constraint applies.

OBEF Pillars and Weights.

Pillar 1 — Employment Outcomes (25%)

Employment rate; employment in relevant jobs.

Pillar 2 — Learning Outcomes (25%)

External validation; retention; employer feedback in placements and employment; certifications success; student satisfaction.

Pillar 3 — Industry Collaboration (20%)

Job offers post-placement; student work placements; joint industry courses; industry contributions (AED).

Pillar 4 — Research Outcomes (15%)

Publication ratio; citations; joint industry research; student participation in research; impact; awarded IP.

Pillar 5 — Reputation (10%)

Global rankings; international accreditation; student participation in dual degrees; international research collaboration.

Pillar 6 — Community Engagement (5%)

Academic events with student participation; community events and initiatives.

ADSM realigns its five strategic goals one-to-one onto these 24 KPIs — the strategic plan becomes operationally compatible with the accreditation framework (see also Chapter 14 OBEF Command Centre).

5.5 Abu Dhabi and UAE Economic Growth

Abu Dhabi's diversified economic agenda, driven by Abu Dhabi Economic Vision 2031, positions management education as a critical enabler of sustainable growth. Key sectors — including finance, logistics, technology, manufacturing, healthcare, and public administration — require professionals skilled in leadership, digital transformation, data analytics, and quality management. The EdTech market in the Middle East, valued at USD 11.3B in 2024, is projected to grow significantly, creating opportunities for AI-enabled programmes. Rising demand for employability-oriented degrees and executive education strengthens ADSM's role in workforce development. Economic stability and investment in innovation also drive upskilling demand among mid-career professionals.

CHAPTER 6

Internal Analysis

6.1 Academic and Student Portfolio

ADSM offers a focused range of programmes equipping students with comprehensive knowledge and practical skills in leadership and business management. These offerings cater to aspiring entrepreneurs, business leaders, and professionals aiming to thrive in the AI-driven economy. The school emphasises innovation, inclusivity, sustainability, and entrepreneurial support through its integrated incubator and specialised academic programmes.

Programmes include the MBA (seven concentrations); MSBA (AI Management, Big Data Analytics); MSLOD (Leadership & Organisational Development); MSQBE (Quality & Business Excellence); BScM (Management with Digital Technologies focus, with three new majors in progress); and the DBA — Doctor of Business Administration, launched Spring 2026. Programme descriptions are in Appendix F.

ADSM serves a diverse population of undergraduate, graduate, and executive learners across the UAE, primarily in Abu Dhabi. Alignment with workforce priorities ensures strong demand among early-career professionals, mid-career managers, entrepreneurs, and government-sector employees. Growing international student interest reflects Abu Dhabi's appeal as a global education and business hub.

6.2 Student Employability Outcomes and Career Services

Since most of ADSM's students are already employed in Masters programmes, most remain employed and either progress in their organisation or move to another. Career services demand is therefore modest at the graduate level, but grows with the small undergraduate cohort that began in Fall 2024. The launch of the BScM and BBA AI Entrepreneurship programmes will grow career-services demand and is a planning priority.

6.3 Faculty Capacity, Research Profile, and Productivity

- 25 full-time faculty with different profiles: most offer all faculty services (teaching, research, admin support); some are teaching-only or admin-support-only; some are industry experts with PhDs who teach only.
- Rank distribution: 9 Full Professors, 8 Associates, 8 Assistants.
- Standard full load: 18 credit hours/year for graduate-only teaching; 24 CH/year for UG-only teaching (courses being 2 or 3 CH).

- All faculty hold PhDs and are either research-active or strongly involved in industry.
- Research output is strong: over 3 outputs per faculty per year.
- Two external research grants secured in the past two years.
- Research output fulfils Ministry KPIs in the green-zone threshold.

Faculty compensation bands for the UAE business-school market are in **Appendix A**.

6.4 Quality Assurance and Academic Governance

ADSM has an Institutional Effectiveness (IE) unit responsible for overseeing the quality of educational programmes and the institution as a whole. The unit has three resources: a Director, a Data Analyst, and an administrative assistant. Main activities: preparing data for Ministry and external submissions; preparing programme and institution accreditations; monitoring KPIs; preparing for international accreditations and rankings. The unit reports to the Provost.

6.5 Campus Facilities and IT Systems

Campus. ADSM has one campus in downtown Abu Dhabi. The three-storey Block A building is approximately 3,000 sqm with 14 classrooms, a modern auditorium, 35 offices, and 3 large open areas, plus 130 parking spaces (important for graduate students). A second similar-sized building — Block B — is planned for 2026 commissioning. An outdoor green space supports informal activities.

IT systems. ADSM's main system is an Odoo-based ERP customised through open-source modules adapted to ADSM's needs. The Odoo system has just been upgraded to version 18 and will upgrade to the AI-enhanced version 19. Main modules: Finance, HR, Procurement. ADSM has added a Student Information System module functioning as a specialised CRM.

In addition to the ERP, ADSM uses a Learning Management System (LMS) based on Moodle. The LMS is the main interface for students and faculty for teaching, learning materials, and assessment. TurnitIn integration detects plagiarism and AI-generated work.

ADSM is developing AI initiatives: first, an internal capability to develop courses using AI; second, a course-delivery platform to deliver courses independently of faculty. These are designed to enhance the quality of student education and to provide additional support to faculty in course development and management. ADSM is also developing an AI-based system to manage all institutional operations, named *UniversitasAI*, and proprietary to ADSM. The system shows strong potential to enhance management performance, output reliability, and new functionality — see Chapters 14 and 15.

6.6 Partnerships, Internationalisation, and Alumni Network

ADSM has drastically increased its partnerships in the last two years at both local and international levels. Local partnerships include government and semi-government entities. Local industry partnerships are beginning to support ADSM's OBEF KPIs. International partnerships are primarily with academic institutions that provide value to ADSM; these vary depending on partner capabilities. The Alumni network has a new President with plans to involve alumni more actively in ADSM's activities.

6.7 Community Engagement and Continuing Education

ADSM has a community-engagement function within the Student Services unit, providing training and services to community partners. ADSM introduced two new units approved at the March 4, 2026 BoT meeting:

- **Industry Engagement Centre.** The central contact point with industry. Led by an Executive Director (strategy and business development) and a Managing Director (internal operations).
- **Continuing Education.** Manages ADSM's continuing-education activity with industry — organising trainings through business development, resources, and logistics. Finance handles financial transactions. Currently led by the Industry Engagement Centre resources.

6.8 Financial Sustainability and Growth Readiness

ADSM's shareholder ADCCI holds 100% of shares. Although ADSM is mandated to operate independently, ADCCI guarantees financial sustainability. ADSM ran consistent deficits during its early phase as student numbers gradually grew over the first ten years. Recently, ADSM reached a balanced budget due to rising enrolment and cost reductions. The goal is sustained yearly revenue growth toward financial independence.

6.9 ADSM Internal Strengths and Challenges

Strategic Foundations and Academic Excellence. ADSM enters the 2026–2030 period as a focused institution uniquely positioned at the intersection of academic rigour and industrial application. Founded by ADCCI, ADSM serves as a bridge between government policy and private-sector innovation. Faculty represent over 18 nationalities with PhDs from top international institutions, ensuring a multicultural learning environment that reflects the UAE's globalised economy. This diversity is mirrored in the leadership, which has extensive experience in both UAE-specific regulation and international market dynamics.

Impactful Research and Advanced Programming. ADSM advances the knowledge economy through differentiated, quality-driven programmes for future leadership. Central to this is the DBA for C-suite executives and senior managers, addressing complex organisational challenges through applied research — complementing

Master's thesis courses heavily integrated with "in-organisation" projects where students solve real-time problems within their own professional ecosystems. A robust network of international academic MoUs and partnerships with world-leading universities facilitates global knowledge exchange and ensures the curriculum meets international benchmarks.

Innovation and Entrepreneurship Infrastructure. Innovation is anchored by the Entrepreneurship and Innovation Hub, which provides resources for students and entrepreneurs to progress from ideation to market-ready ventures, aligned with Abu Dhabi's Economic Vision. The central campus has been upgraded with modern IT resources to provide a seamless digital learning environment. AI-driven tools are integrated into campus infrastructure so students are prepared for a technology-driven workforce.

National Contribution and Alumni Network. ADSM's alumni network of over 2,000 Emirati nationals represents a significant portion of the UAE's leadership talent across public and private sectors. ADSM leverages its strategic partnership with ADCCI to enhance the employability of UAE nationals and to foster the next generation of leaders driving national prosperity.

Strategic Performance Benchmarks (2026–2030).

- **Academic Faculty Excellence.** Maintain a 100% PhD qualification rate for all core teaching faculty.
- **Global Strategic Alliances.** Expand international MoUs to include at least five partnerships with institutions ranked in the QS World University Rankings top 100.
- **National Talent Development.** Increase the total Emirati alumni base by 25% through targeted recruitment for the DBA and specialised MBA programmes.
- **Venture Creation and Innovation.** Graduate 50+ start-ups from the Entrepreneurship and Innovation Hub into the UAE market by 2030.

Challenges: Market Positioning and Brand Awareness. Despite ADSM's academic rigour, the institution currently has low brand awareness in a saturated regional market. This visibility gap hinders competitiveness with international branch campuses and larger local universities. There is a noted lack of research and advisory involvement with the industrial sector. ADSM must bridge the gap between theoretical teaching and practical industrial consultancy to elevate reputation and ensure research outputs impact Abu Dhabi's business ecosystem directly.

Challenges: Financial Resilience and Resource Constraints. Financial health is currently under pressure due to lower student numbers, creating a cycle where revenue is overly dependent on tuition. Lack of diversified income streams — corporate training, research grants — limits reinvestment. Constraints are compounded by limited specialised personnel. Without a broader administrative and support base, the burden on current personnel is high.

Challenges: Infrastructure and Talent Acquisition. Physical and intellectual capacity is a bottleneck. Space for classrooms, faculty offices, and student common areas is constrained, restricting programme scale and student experience. Uncompetitive compensation makes recruitment and retention of high-quality global talent difficult. The current faculty is small and lacks depth in specialised subject areas, necessitating external collaboration for major projects. To reach 2030 targets, ADSM must transition from resource scarcity to scalable, high-impact capacity.

Strategic Risk Benchmarks (2026–2030).

- **Revenue Diversification.** Reduce tuition dependency below 70% by 2030 by increasing revenue from industrial advisory services and executive education.
- **Faculty Depth and Retention.** Benchmark compensation against regional competitors (see Appendix A); attract specialised experts; reduce dependency on external project collaborators.
- **Infrastructural Expansion.** Develop additional space to support a 30% increase in student and staff capacity.
- **Brand Visibility Growth.** Implement a multi-channel marketing and industrial-outreach strategy to increase market awareness scores among regional corporate partners and prospective students.

CHAPTER 7

Strategic Growth Choices (2026–2030)

ADSM has been authorised by its Board to pursue a growth strategy. Growth will be organic, supplemented by selective partnerships to accelerate capability and capacity. No vertical or horizontal integration is planned. The eight strategic choices set out below are not a menu — ADSM pursues them *in combination*. Each is sized and sequenced to reinforce the others.

7.1 General Strategic Factors

In terms of strategic directions, ADSM first decides on its general corporate direction. Does it remain a small business school of 500 students? Does it grow, diversify, create partnerships? Three factors shape the high-level choice.

- **Stability vs. Growth.** ADSM selects *aggressive growth and diversification*. A conservative path would focus on the current offering and cost reduction — sustainable only with continued shareholder subsidy of deficits. Moderate growth does not close the gap to top-tier regional positioning. Aggressive growth with diversified revenue secures institutional independence.
- **Means of Growth.** Primarily organic — more programmes, expanded existing programmes, new delivery modes. Selective partnerships with external entities for co-delivery and profit-share. Outsourcing of select services with profit-share models is a supplementary lever where core functions are preserved (marketing, quality assurance, support).
- **Corporate Growth.** ADSM does not plan vertical integration (high-school-level education or lower-tier delivery) or horizontal integration beyond adjacent offerings that complement its management focus. The one horizontal opportunity actively pursued is commercialisation of the UniversitasAI platform (see Chapter 16).

Current Institutional Standing and Financial Stability. As of the conclusion of the 2025 academic cycle, ADSM has navigated a period of critical financial stabilisation. Through operational efficiencies and targeted enrolment growth, the institution has reached a pivotal financial break-even point, supported by a full-time student population of approximately 475 as of Spring 2026. This stabilisation is validated by a 4-year license renewal with a "Very Good" standing — the first time this standing has been secured. It provides the administrative foundation and institutional credibility to pivot from stabilisation toward aggressive strategic expansion.

Strategic Imperatives for 2026–2030. While the foundation is secure, ADSM remains at a crossroads on resource depth and market differentiation. Internal resources remain lean, and the current lack of competitive compensation presents a long-term talent-retention risk. ADSM must aggressively pursue revenue diversification beyond traditional tuition to fund human-capital investments. Strategically, the path is defined by a commitment to Entrepreneurship and AI as core differentiators. Immediate operational focus is required to bridge existing pedagogical gaps and ensure full compliance with MoHESR's OBEF.

7.2 Key Strategic Challenges

The road to 2030 is not without significant headwinds. ADSM must remain agile to navigate MoHESR's OBEF, which requires rapid and precise curriculum adjustments. The competitive environment is intensifying; there is a rising number of both local and international universities establishing a presence in the UAE, many with greater brand equity and larger marketing budgets. This saturation creates a "war for talent" for top-tier academic faculty, which may strain ADSM's ability to maintain its instruction standards without significant investment in recruitment and retention.

External Environment Benchmarks (2026–2030).

- **Regulatory Compliance & Agility.** Achieve 100% alignment with MoHESR's new OBEF standards within 12 months to ensure seamless accreditation and programme continuity. ADSM obtained its 4-year re-accreditation in January 2026.
- **Curriculum Modernisation.** Launch at least two new specialised programmes (Fintech, AI in Management) by 2026 to address the specialised management gaps in Abu Dhabi's market.
- **Hybrid Expansion.** Target a 40% increase in student enrolment through CAA-approved hybrid and online delivery modes.
- **Faculty Value Proposition.** Develop a non-monetary "Faculty Excellence Package" (research grants, industry networking) to mitigate the threat of financial competition for academic talent.

7.3 Key Opportunities for Growth and Differentiation

Market Opportunities: Harnessing Regional Momentum. The UAE's evolving educational landscape presents a unique window to scale impact and reach. With CAA increasingly open to online and hybrid delivery, ADSM can bypass traditional geographic constraints and tap a broader regional demographic. Abu Dhabi's economic growth and high quality of life attract world-class international faculty and a growing number of international students. A shift in local regulatory sentiment has led Emirati students to focus more on UAE-based institutions as recognition for mid-tier international universities tightens — creating a captive market of high-potential local talent seeking quality education within the capital.

Strategic Innovation and Technological Integration. ADSM is positioned to capitalise on gaps in the local market, specifically the minimal current offering of management-focused programmes in Abu Dhabi. By introducing high-demand verticals such as

Fintech, Supply Chain Management, and Business Psychology, ADSM differentiates from generalist competitors. AI technologies offer a dual benefit — enhancing operational efficiency while serving as a core component of new business models. A key physical asset is Block B, envisioned as a network and showcase centre for Management Technologies. Leveraging ADCCI credibility and a growing pool of successful alumni, ADSM can transform local industry's willingness to collaborate into long-term, revenue-generating advisory partnerships.

7.4 Eight Strategic Growth Choices

ADSM has been given support by its BoT to follow a growth strategy and become a highly respected and ranked institution. To transition from financial break-even to sustainable institutional growth, ADSM implements a multi-faceted revenue-generation strategy. The eight strategic choices below all leverage ADSM's unique relationship with ADCCI and its strategic focus on AI and Entrepreneurship; they are pursued in parallel rather than selected between.

Choice 1 — Vertical Programme Expansion & Specialisation

ADSM currently operates a lean portfolio of four Master's programmes and one Bachelor's degree. While the recent approval of the DBA addresses the high-end executive market, there remains a critical gap in functional business disciplines.

Strategy: Introduce specialised tracks in Finance, Supply Chain Management, Marketing, and Strategy, aligned with the UAE's Operation 300bn and Economic Vision 2030. **Implementation:** Deploy as full degree programmes or as agile micro-credentials and professional certificates. The modular approach appeals to the Emirati workforce seeking rapid upskilling without multi-year commitment, creating a high-volume, high-margin revenue stream.

Choice 2 — Hybrid and Digital Transformation

Physical campus capacity is a current bottleneck for growth. By adopting hybrid and fully online delivery models, ADSM can scale enrolment without a proportional increase in real-estate costs.

Target Audience: Non-traditional students — military personnel, offshore oil and gas workers, and professionals in the Northern Emirates or Al Ain. **Value Proposition:** A seamless digital learning experience that reaches a national and regional student base currently excluded by face-to-face attendance requirements in downtown Abu Dhabi.

Choice 3 — Global Academic Partnerships & Dual Degrees

Institutional rankings are a long-term play, but ADSM can achieve immediate "brand halo" effects through strategic alliances.

Strategy: Act as the local delivery partner for world-renowned institutions such as HKUST or HEC Montréal. **Financial Impact:** Co-delivering dual-degree programmes justifies premium Tier-1 tuition rates. This effectively "imports" international prestige, attracting a high-calibre clientele who prioritise global credentials but require the convenience of a local Abu Dhabi-based campus.

Choice 4 — Continuing Education and Industrial Advisory

ADSM has several Centres of Excellence that are currently under-monetised — the Entrepreneurship and Innovation Hub, the AI Management Institute (AIMI), and the CMI Centre should be positioned as commercial assets.

Revenue Model: Transition from purely academic research to B2B consultancy. ADSM can offer bespoke organisational gap analysis, leadership coaching, and digital transformation roadmaps for ADCCI member companies — converting academic expertise into a recurring corporate service revenue stream.

Choice 5 — Intellectual Property (IP) Development & Licensing

Modern business schools are increasingly becoming "EdTech" incubators. ADSM has begun developing internal management software and diagnostic tools for consultancy.

Execution: Productise these tools — AI-driven organisational health apps, gap-analysis software — as SaaS assets. **Market:** Other regional academic institutions, government departments, and SME businesses seeking affordable, expert-backed management tools. See Chapter 16 for the UniversitasAI commercial framework.

Choice 6 — Institutional Branding, Sponsorship, and Campus Media

With a student body composed of 500+ decision-makers and high-purchasing-power professionals, the ADSM campus is a niche-premium advertising environment.

Monetisation: Offer corporate partners naming rights for classrooms, labs, or student lounges. **Activation:** Beyond the student base, ADSM's year-round events bring significant footfall from government and industry leaders. Companies wishing to brand themselves to the Emirati leadership class can sponsor outdoor areas, physical displays, or exclusive networking sessions, turning the campus into a high-value marketing asset.

Choice 7 — Endowments, Donations, and CSR Philanthropy

Leveraging the deep-rooted connections of ADCCI and the Emirati alumni pool, ADSM should formalise a philanthropic arm.

Strategy: Seek endowments and donations by framing them as CSR opportunities. **Goal:** Corporations can sponsor full cohorts of Emirati students or fund specific research chairs in AI or Sustainability. This is a longer-term financial play that builds the "permanent capital" necessary for the school's future autonomy and research depth.

Choice 8 — "Block B" Innovation & Technology Initiatives

Block B represents the future physical and technological manifestation of the ADSM brand.

Vision: Host Future Tech Areas, specialised research labs, and high-end executive-training suites. **Revenue Source:** Block B will serve as a commercial "Showcase Centre" for Management Technologies — generating revenue through high-end executive-training retreats, lab usage fees for tech start-ups, and hosting prestigious industry summits that require a state-of-the-art environment. See Chapter 10.5 for detailed Block B functional layout.

7.5 Strategic Assumptions and Planning Constraints

- **Financials.** ADSM has limited cashflow to fund new initiatives. It has no bank lending facilities for major investments for growth.
- **Human Resources.** ADSM is in a transitional period of limited staff, creating capacity constraints.
- **Infrastructure.** ADSM is currently at full capacity during evening classes (4:30pm to 9pm). Block B or alternative capacity is required to continue growing from September 2026.

7.6 Key Enablers Required for Execution

Shareholder. As sole shareholder, ADCCI provides several contributions to ADSM: market credibility, access to industry, financial security, and a business network.

Human Resources. Faculty who can perform in specific areas in the UAE are vital. Values of respect, patience, tolerance, teamwork, and determination are key. The mix of faculty profiles is essential to support the variety of strategic initiatives — research, academic programmes, consultancy, continuing education, international partnerships — which require a range of skills and experience. ADSM has expanded the mix of faculty to meet the new strategy but more adjustment is required. The direction is to reduce the number of full-salary full-time faculty positions and to expand part-time faculty for lecturing and specific research roles — resulting in more individuals with reduced total salary overhead.

Policies & Operations. Innovative employee policies providing freedom alongside accountability of performance. Policies encouraging entrepreneurship and consulting work for ADSM's credibility. Building AI capabilities across functions is key to efficient and effective operations.

Partnerships. Regional industry partnerships are central to ADSM's credibility and to providing real value and skills to ADSM graduates. Deep industry collaboration is key to meeting MoHESR OBEF and ADSM performance.

Programme Offerings. Most programmes address the needs of Emirati students taking positions of leadership, management, and entrepreneurial initiative. Programme delivery must adapt modern technology enabling high-quality online delivery.

CHAPTER 8

Strategic Goals, Objectives & Core Values

ADSM's revised goals and objectives — developed from the internal and external analyses and adapted to MoHESR's OBEF — transform high-level aspirations into a concrete, accountable roadmap. Historically, ADSM maintained five core strategic goals aligned with CAA requirements. The transition to OBEF moves ADSM from a process-based model toward a results-oriented approach where goals are defined by tangible outcomes.

8.1 Strategic Goal 1 — Student Employability

Primary OBEF alignment: Pillars 1, 2, 3 (70% of OBEF weight when combined)

Goal 1 is the one with the most changes as it is directly aligned with OBEF's focus on student employability. ADSM previously emphasised academic excellence — processes and enablers to graduate high-quality students. The focus is now on employability outcomes themselves.

SO 1.1 — Obtain Programme and Institutional Rankings, Locally and Internationally. Rankings provide external validation of ADSM education quality and act as a powerful signal to regional and global job markets that graduates have been trained to elite standards. By elevating the school's institutional profile, we increase the "brand equity" that students carry on their CVs, opening doors to top-tier organisations. ADSM's small size and management focus currently limit eligibility for international institutional rankings; programme-level rankings are pursued first.

SO 1.2 — Obtain Certified Industry Programmes Regionally and Internationally. By aligning curricula with recognised professional bodies and obtaining industry certifications, ADSM ensures academic output is directly relevant to private-sector functional needs. This bridges theoretical management concepts with the specific technical competencies demanded by professional associations. Graduates holding both a degree and a recognised industry certification arrive with "ready-to-work" status, reducing employer training burden.

SO 1.3 — Offer International Dual/Joint Programmes. Dual and joint programmes with international partners provide global perspective and professional networks. Graduates holding a co-signed degree from a global top-tier institution demonstrate versatility and academic rigour recognised by multinational employers — a competitive edge in local and international labour markets.

SO 1.4 — Graduate Employable Students. The core employability metric. Success requires more than academic achievement — it involves critical thinking, ethical leadership, and professional resilience. High graduation benchmarks ensure every alumnus can deliver immediate value to an employer.

SO 1.5 — Develop Student Industry Skills. Beyond traditional lectures, ADSM facilitates practical industry skills through internships, in-organisation thesis projects, and the Entrepreneurship & Innovation Hub — allowing students to apply classroom theory to real business challenges. Tools, software, and soft skills (negotiation, AI-driven decision-making) turn "knowledge-holders" into "value-creators".

SO 1.6 — Produce High-Quality Teaching Through Technologies and Best Practice. Employability is linked to instruction quality. AI-driven learning platforms and advanced simulations ensure the learning process mirrors the modern digital workplace — graduates become proficient in the technological environments they will encounter as leaders.

SO 1.7 — Offer Relevant Programmes for the Region. Curriculum design continuously incorporates regional economic drivers and cultural nuances — Islamic Finance, Energy Transition, GCC-specific regulatory frameworks. Graduates possess specialised contextual knowledge required to solve regional challenges.

8.2 Strategic Goal 2 — Applied Research Impact

Primary OBEF alignment: Pillar 4 (15%), secondary Pillar 5

SO 2.1 — Produce High-Quality Research Output. Rigorous production of research meeting the standards of premier global journals (Scopus, ABS). Quality over quantity positions ADSM as a thought leader in management and technology, contributing new knowledge that elevates the school's standing in international academic circles and attracts top-tier global talent.

SO 2.2 — Create Recognised Research Centres and Institutions. The AI Management Institute (AIMI) and the Innovation & Entrepreneurship Centre provide infrastructure to foster deep specialised expertise. These centres concentrate resources on areas of national importance, positioning ADSM as a specialised research institution rather than a generalist teaching college.

SO 2.3 — Obtain Funding and Projects from Industry. External grants, consultancy projects, and industrial sponsorships fund applied research aligned with industry priorities — particularly ADCCI member companies. Private-sector backing validates commercial utility and provides capital to scale high-impact studies.

SO 2.4 — Conduct International Research Collaboration. Co-authored studies and joint projects with scholars from top-tier international universities amplify impact. Cross-border partnerships increase citation footprint and ensure findings are disseminated across diverse global markets, keeping research globally relevant while locally grounded.

SO 2.5 — Research Output with Impact on Industry. The shift toward "translational research" — converting academic insights into gap-analysis tools, management software, or policy recommendations — demonstrates a clear return on intellectual investment, with success measured by adoption by local businesses and government.

SO 2.6 — Produce Applied IP with Impact on Industry. Beyond publications, ADSM monetises expertise through proprietary Intellectual Property — specialised management algorithms, AI-driven diagnostic apps, proprietary frameworks that can be licensed or sold to regional organisations.

8.3 Strategic Goal 3 — Effective Institutional Environment

Primary OBEF alignment: Pillars 2, 3, 6

SO 3.1 — Create an Effective Environment for Learning. Classrooms, laboratories, and online platforms are equipped with the latest educational technologies and designed to foster collaboration. Minimising administrative friction and maximising intellectual stimulation ensures students can focus on academic mastery.

SO 3.2 — Create an Effective Environment for Working. A supportive, high-functioning workplace is essential. Streamlined internal processes, modern office resources, and a culture of professional respect reduce bureaucratic bottlenecks. Investment in a comfortable tech-enabled workspace enhances faculty and staff satisfaction and productivity.

SO 3.3 — Uphold ADSM Core Values. Every action — from faculty recruitment to community outreach — is rooted in ADSM's five values (Innovation, Excellence, Inclusivity, Leadership, Lifelong Learning). Values embedded in daily campus life act as a moral compass and cultivate a principled organisational identity.

SO 3.4 — Support Entrepreneurial Activity for Employees and Students. ADSM fosters an internal ecosystem that encourages risk-taking and innovation. Resources, mentorship, and innovative spaces allow students and staff to develop new business ideas or institutional improvements. The campus becomes a living laboratory for entrepreneurship.

SO 3.5 — Recognise and Reward Outcome-Based Performance. A meritocratic system prioritising results over processes. Clear, data-driven appraisal systems celebrate tangible achievements and innovative contributions. Every member of the community understands that personal success is tied to the successful execution of the strategic plan.

8.4 Strategic Goal 4 — Management Excellence

Primary OBEF alignment: Pillar 5 (reputation) and underpinning all pillars

SO 4.1 — Effective and Efficient Institutional Governance. A robust structural foundation for transparency, accountability, and strategic alignment. Streamlined decision-making ensures BoT vision is translated into executive action, minimising administrative hurdles and directing resources toward highest-impact uses.

SO 4.2 — Attain Profitability and Growth. Long-term viability requires diversified revenue streams and disciplined enrolment growth. Transitioning ADSM from break-even to sustained net surplus generates capital to reinvest in top-tier faculty, facilities, and research — fuelling a virtuous cycle.

SO 4.3 — Enhance Quality and Sustainability of Business Processes. Auditing and improving business processes to ensure they are lean, scalable, and sustainable. Adopting international quality standards and reducing operational waste protects ADSM against systemic risks and ensures a consistent, high-quality experience.

SO 4.4 — Implement Innovative Digital Technologies for Effective and Efficient Processes. Leading by example through digital transformation of institutional operations. Advanced automation, data analytics, and AI-driven management tools (principally UniversitasAI) replace manual high-friction processes, reduce error and operational cost, and create a "showcase" environment of management excellence.

8.5 Strategic Goal 5 — Community Impact

Primary OBEF alignment: Pillars 3, 6

SO 5.1 — Provide Relevant Training and Consultancy to the Business Community. ADSM transitions from a traditional teaching institution to a proactive knowledge partner for the UAE's private sector. Faculty expertise and the Innovation & Entrepreneurship Centre deliver high-impact consultancy addressing real corporate challenges, particularly within the ADCCI network.

SO 5.2 — Enhance Collaboration with Alumni. Impact is best measured through graduate success and engagement. Alumni serve as mentors, guest lecturers, and industry liaisons for current students. A vibrant network extends ADSM's influence deep into government and private sectors where graduates lead.

SO 5.3 — Enhance Community Engagement to Support UAE Strategic Goals. As a semi-private but national institution, ADSM aligns outreach with the UAE's broader vision (We the UAE 2031, Economic Vision 2030). Public forums, national initiatives, and social-responsibility projects support the UAE's transition to a diversified, knowledge-based economy.

SO 5.4 — Offer Educational Programmes Fit for Local Industry Needs. Academic portfolio directly responds to labour-market demands in Abu Dhabi and the GCC. Constant dialogue with industry leaders identifies emerging skill gaps; programmes are tailored for Fintech, Supply Chain, AI Management, and other specialisations that minimise the skills gap.

8.6 Core Values

- **Aspire to excellence.** ADSM sets a culture of high expectations for all its community. We champion ambition to exceed regulatory requirements 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 employees and students to ignite entrepreneurial creativity and empower improvements.
- **Professionalism.** ADSM demands high standards of ethics and integrity from all its people. We ensure honesty and transparency as key parts of our professional standards of performance.
- **Unrelenting commitment.** ADSM faculty and staff devote collaborative efforts to raise standards through continuous quality improvement. We ensure each student's career ambitions and higher-education goals are met.
- **Cultural respect.** ADSM strives to create an inclusive, equal, diverse climate in which all community members' views are mutually respected. We operate a welcoming, friendly environment that respects the cultural needs and traditions of its community.

> **Goal–OBEF mapping verified.**
>
> Appendix C (Initiative–Objective Matrix) shows how each of the 25 strategic objectives contributes to specific OBEF KPIs. No objective is orphaned; every OBEF KPI is supported by at least one objective.

CHAPTER 9

Strategy Selection and Initiatives

ADSM follows a path of growth without vertical or horizontal integration. Most growth is organic; selected partnerships accelerate capability and capacity. For each of the five ADSM goals, a set of initiatives has been scheduled across the 2026–2030 period with timing, responsible unit, budget, and objective impacts. Approximately 15 flagship initiatives are active in 2026; the full portfolio across five years totals approximately 40 initiatives.

9.1 Strategic Initiatives for Goal 1 — Student Employability

Building on the Goal 1 objectives, ADSM has identified a comprehensive set of academic and non-academic initiatives scheduled between 2026 and 2030 to enhance regional relevance and global graduate employability and to support growth.

Academic Programme Initiatives

DBA & PhD Programmes. The DBA (launching Spring 2026) and PhD (Fall 2028) enhance ADSM's offering at the highest degree level. The DBA is industry-focused, addressing ADSM's alumni and clientele; the PhD targets a small cohort seeking academic or research careers. The DBA received CAA approval in early 2026 and started its first cohort in Spring 2026. Together, these programmes support *SO 1.1* (elevating institutional prestige), *SO 1.4* (rare skill sets), *SO 1.5* (industry-focused DBA research), and *SO 1.7* (advanced leadership training relevant to the GCC).

Master's Programme Modernisation (MSQBE, MSLOD, MSc updates). Major curricular updates ensure postgraduate offerings remain aligned with regional needs. MSQBE and MSLOD updates are urgent for Fall 2026; other MSc programmes will be updated on a rolling basis. Supports *SO 1.1, 1.4, 1.5, 1.7*.

Undergraduate Diversification (BSc New Majors; BBA AI Entrepreneurship). Three new BSc majors (Fall 2026) and an AI-focused BBA (Fall 2027) address the regional demand for tech-literate managers and leaders. Supports *SO 1.1, 1.4, 1.5, 1.7*.

Micro-Credentials (Academic & Industry). Eight in-programme and five industry-specific micro-credentials roll out in 2026. The in-programme MCs are the two most practical and relevant courses in each of four Masters programmes. Supports *SO 1.4, 1.5, 1.7*.

Flexible Delivery Modes (Online MBA; Weekend Executive MBA). The Online MBA launches Fall 2026; the Weekend Executive MBA launches Winter 2027. Online appeals to students working remotely, frequently travelling, or valuing programme privacy. The WEMBA allows students from Saudi Arabia, Bahrain, and Kuwait who prefer face-to-face delivery to travel to the UAE. Supports *SO 1.1, 1.4, 1.5, 1.7*.

Dual Degrees with Top International Universities (Fall 2027). Fulfils the need to offer international degrees to Emirati students who cannot travel. Selected popular programmes will be developed as dual degrees. Supports *SO 1.3, 1.4, 1.7*.

Build AI-Digital Capability (Spring 2026). A foundational initiative ensuring teaching is underpinned by modern technologies and best practices. All courses gain enhanced digital content, enabling fully online degrees in due course. Supports *SO 1.6, 1.7*.

Professional Certifications and Rankings

Industry Certifications (HR, PMP, EFQM, CMI). Starting Spring 2026, ADSM facilitates professional certifications (CMI, PMP, EFQM, HR Professional) so graduates gain specific, verifiable industry skills. Supports *SO 1.2, 1.4*.

Strategic Rankings (QS & THE). Targeted entry into the QS MBA ranking (Spring 2027), QS Institutional ranking (Fall 2028), and THE Ranking (Fall 2029). Due to ADSM's size and age, international rankings are in an initial stage; QS Stars is the first step before MBA subject rankings. Supports *SO 1.1, 1.4*.

Accreditation and Quality Assurance

Global Accreditations (BGA, QAA, QS Stars, AACSB, ACBSP). Maintaining BGA and QAA validations while pursuing AACSB and ACBSP accreditations from Fall 2026. AACSB is on a realistic 5–7-year horizon (self-study alone is six months; exceptional cases have been completed in three years); ACBSP is on a 3-year horizon. These processes validate international best practice in teaching (*SO 1.6*) and produce graduates recognised globally (*SO 1.4*).

Goal 1 Initiatives — Summary Table

Initiative	Timing	Owner	Budget (AED)	Objectives
DBA launch **FLAGSHIP**	Spring 2026	Dean	25,000	1.1, 1.4, 1.5, 1.7
PhD	Fall 2028	Dean	25,000	1.1, 1.4, 1.7
MSQBE — subject change	Fall 2026	Dean	8,000	1.1, 1.4, 1.5, 1.7
MSLOD — subject change	Fall 2026	Dean	8,000	1.1, 1.4, 1.5, 1.7
BSc — 3 new majors **FLAGSHIP**	Fall 2026	Dean	24,000	1.1, 1.4, 1.5, 1.7
BBA AI Entrepreneurship **FLAGSHIP**	Fall 2027	Dean	25,000	1.1, 1.4, 1.5, 1.7
MSc New 1, 2	Fall 2027	Dean	50,000	1.1, 1.4, 1.5, 1.7
MSc New 3, 4	Fall 2028	Dean	50,000	1.1, 1.4, 1.5, 1.7
Micro-Credentials — 8 in-programme **FLAGSHIP**	Summer 1 2026	Dean	20,000	1.4, 1.5, 1.7
Micro-Credentials — 5 industry	Fall 2026	Dean	20,000	1.4, 1.5, 1.7
Online MBA **FLAGSHIP**	Fall 2026	Dean	25,000	1.1, 1.4, 1.5, 1.7
Executive MBA — weekends	Winter 2027	Dean	25,000	1.1, 1.4, 1.5, 1.7
Dual degrees with top int'l uni	Fall 2027	Int'l Affairs	—	1.3, 1.4, 1.7
Build AI-Digital capability **FLAGSHIP**	Spring 2026	Digital Designer	20,000	1.6, 1.7
HR Professional · PMP · EFQM · CMI certifications	Spring–Fall 2026	Continuing Ed	—	1.2, 1.4
QS MBA ranking	Spring 2027	IE	—	1.1, 1.4
QS Institutional ranking	Fall 2028	IE	—	1.1, 1.4

Initiative	Timing	Owner	Budget (AED)	Objectives
THE Ranking	Fall 2029	IE	—	1.1, 1.4
BGA validation — maintain	2026	IE	7,000	1.1, 1.4
QAA mid-cycle evaluation	2026	IE	—	1.1, 1.4
QS Stars FLAGSHIP	Fall 2026	IE	275,250	1.1, 1.4
AACSB self-study → accreditation (5–7 yr)	F2026 → ~2031–2033	IE	20,000	1.1, 1.3, 1.4
ACBSP self-study → accreditation (~3 yr)	F2026 → ~2029	IE	10,000	1.1, 1.4

Accreditation horizons (v7 correction). AACSB is a 5–7 year process (self-study alone is six months). Some institutions have completed in three years exceptionally, but 18-month timelines are not realistic. ACBSP takes about three years. These horizons are firm across BoT communications and marketing material.

9.2 Strategic Initiatives for Goal 2 — Applied Research Impact

Research Output Initiatives

Obtain External Research Grants. Secure competitive funding from external bodies and industry partners. Funding typically addresses specific industry problems. ADSM secured two grants in the last two years (not industry-funded). The target is one industry-funded grant in 2026, increasing gradually. Supports *SO 2.3, 2.5*.

Create IP Output. Prioritise the development of proprietary IP — digital tools, algorithms, and frameworks applied to specific problems. Supports *SO 2.1, 2.5, 2.6*.

Produce Quality Scientific Papers in Double Peer-Reviewed Journals. Publication in Q1 and Q2 Scopus journals at international benchmarks for research quality and peer validation. Targets rising from 40 papers (2026) to 70 (2030). Supports *SO 2.1, 2.5*.

Produce Scientific Papers with International Collaboration. Engage in joint research with scholars from global institutions — targets rising from 10 (2026) to 20 (2030). Supports *SO 2.1, 2.4, 2.5*.

Events and Structure Initiatives

Create Research Labs. Establish 2 new labs per year for specialised research and experimentation. Supports *SO 2.2*.

Create Problem Lab. Isolate and solve specific organisational and industrial pain points through rapid applied research, with problems made available to DBA/PhD students. Supports *SO 2.5, 2.6*.

Create Research Chairs in Business. Appoint distinguished academic leaders to dedicated Research Chairs — primarily funded by industry — to spearhead innovation in key business sectors. Supports *SO 2.1, 2.3, 2.5*.

ADSM AI Conference & ADSM Leadership & Management Conference. Annual signature conferences to showcase research and foster dialogue between academia and industry. Supports *SO 2.1, 2.3, 2.5*.

Goal 2 Initiatives — Summary Table

Initiative	Cadence	Owner	Budget	Objectives
External research grants FLAGSHIP	1 (2026) → 3 (2030)	Director of Research	External funding	2.3, 2.5
IP output	4 (2026) → 2/yr thereafter	Director of Research	10,000 AED/IP	2.1, 2.5, 2.6
Double peer-reviewed papers	40 (2026) → 70 (2030)	Director of Research	5,000 AED/paper	2.1, 2.5
International collaboration papers	10 (2026) → 20 (2030)	Director of Research	3,000 AED/paper	2.1, 2.4, 2.5
Research Labs FLAGSHIP	2/year, 2026–2030	Director of Research	20,000 AED/lab	2.2
Problem Lab	Summer 2 2026 — ongoing	Director of Research	—	2.5, 2.6
Research Chairs	1/yr (2026–2028)	Director of Research	100,000 AED external	2.1, 2.3, 2.5
ADSM AI Conference FLAGSHIP	Spring annually	Director of Research	Small profit	2.1, 2.3, 2.5
ADSM Leadership & Mgmt Conference	Fall annually	Director of Research	25,000 AED (first)	2.1, 2.3, 2.5

9.3 Strategic Initiatives for Goal 3 — Effective Institutional Environment

Preparation of Block B. The major infrastructure project — physical and technical readiness of a secondary facility to expand the campus footprint. Finalising Block B is among the most important initiatives: it provides capacity for growth and space for supplementary strategic services that generate revenue and build the ADSM brand. Supports *SO 3.1, 3.2, 3.4*.

Enhance Digital Learning Tools. Invest in advanced educational technologies to improve programme delivery and engagement — AI-enhanced course creation tools and digital course platforms. Supports *SO 3.1, 3.2*.

Improve Usability of IT Systems for Employees. Upgrade internal software and platforms to be more intuitive for administrative and academic staff. Supports *SO 3.2*.

Incubator Licence and Space. Secure formal licensing and dedicated physical areas to host the Entrepreneurship & Innovation Hub. Supports *SO 3.4*.

Recognition for Upholding ADSM Values. Integrate the school's core values directly into the annual performance-review process. Supports *SO 3.3*.

Awards and Recognition Events for Employee Outcomes. Formal ceremonies and reward systems celebrating high-impact achievements. Supports *SO 3.5*.

Create Policies and Conditions to Support Entrepreneurship. Draft and implement internal regulations that encourage and protect innovation. Supports *SO 3.4*.

Goal 3 Initiatives — Summary Table

Initiative	Timing	Owner	Budget	Objectives
Preparation of Block B FLAGSHIP	Fall 2026	President	3,000,000 AED	3.1, 3.2, 3.4
Enhance digital learning tools FLAGSHIP	Spring 2026 — ongoing	IT	Digital Designer	3.1, 3.2
Improve IT system usability	Q3–Q4 2026 — ongoing	IT	IT staff	3.2
Incubator licence and space	Fall 2026	President	—	3.4
Recognition of values in evaluations	Spring 2026 — ongoing	HR	—	3.3
Awards / recognition events	Fall annually 2026–2030	HR	20,000 AED/yr	3.5
Entrepreneurship policies	Spring 2026 — ongoing	President	—	3.4

9.4 Strategic Initiatives for Goal 4 — Management Excellence

New Governance Model. Adjust and implement the New Governance Model approved by the BoT in December 2025. The transitional phase will remain until ADSM grows sufficiently to implement the full model. The Transitional Model clarifies the organisational chart, committees, and delegations of authority. Supports *SO 4.1*.

Process Improvements. Systematic review and optimisation of internal workflows to reduce operational friction and align with the Governance Framework. Supports *SO 4.1, 4.3*.

Expand Faculty Profiles. Recruit and develop a variety of faculty profiles. ADSM currently has too many Full Professors with academic backgrounds — a better match reduces costs and improves effectiveness. The direction is to reduce full-time salary positions while expanding part-time industry-practitioner lecturers and specific research-focused roles. Supports *SO 4.1, 4.2*.

Marketing and Business Development Improvement. Upgrade marketing and business-development capability at low cost through service exchange with and support from ADCCI. Supports *SO 4.2*.

Regular AI Training for All Employees. Ensure the entire workforce is proficient in using AI to enhance daily tasks and operational output. Supports *SO 4.3*.

AI Capabilities: LLM (UniversitasAI). ADSM's proprietary AI system addressing the entire institution — not just academics or operations. UniversitasAI reduces costs and improves management through reporting, predictive analysis, and process automation. Supports all Goal 4 objectives: *SO 4.1* (AI-driven insights for governance); *SO 4.2* (operations optimisation for growth); *SO 4.3* (sustainable, high-quality processes); *SO 4.4* (innovative digital technologies).

Odoo Upgrade. Migrate ERP to the latest version to centralise and optimise data management. ADSM was using v13 from 2019 and is now upgrading to v18, with v19 to follow. Supports *SO 4.1, 4.3, 4.4*.

Goal 4 Initiatives — Summary Table

Initiative	Timing	Owner	Budget	Objectives
New Governance model **FLAGSHIP**	Spring 2026 — adjust	President	—	4.1
Process improvements	Q3–Q4 2026 — ongoing	President	—	4.1, 4.3
Expand Faculty Profiles **FLAGSHIP**	Q3–Q4 2026 optimise	HR	Net savings	4.1, 4.2
Marketing & BD Improvement **FLAGSHIP**	Spring 2026	Bus. Dev.	50,000 AED	4.2
Regular AI training	Spring 2026 — continuous	HR	Internal resource	4.3
UniversitasAI LLM **FLAGSHIP**	Phase 1 Q3–Q4 2026; Phase 2 2027; ongoing	President	120,000 AED	4.1, 4.2, 4.3, 4.4
Odoo upgrade **FLAGSHIP**	Spring 2026 — phase-out legacy	IT	—	4.1, 4.3, 4.4

9.5 Strategic Initiatives for Goal 5 — Community Impact

Free AI-Based Online Training. Provide accessible, high-tech educational resources to a broad audience, leveraging ADSM's AI expertise. An AI-based tool is being created to quickly generate customised courses for specific audiences and contexts, allowing ADSM to offer low-cost or free training to the community. Supports *SO 5.1, 5.2, 5.3, 5.4*.

Industry-Focused Workshops. Targeted, practical workshops designed to solve specific regional business challenges — mostly fee-based to generate revenue.

Supports *SO 5.3, 5.4*.

Industry Engagement Centre. The primary bridge between ADSM and the private sector, facilitating partnerships and knowledge exchange. Promised to the CAA as a unit to implement several OBEF-KPI-serving initiatives. Supports *SO 5.1, 5.3*.

Enhance Collaboration with Alumni. Build a reciprocal relationship with over 2,000 ADSM graduates. A new Alumni Association President has plans to grow interaction between ADSM and alumni. Supports *SO 5.2*.

Continuing Education Unit. A dedicated administrative unit focused on lifelong learning and commercial advisory services — improving delivery, repeat business, and market reputation. Supports *SO 5.1, 5.4*.

Goal 5 Initiatives — Summary Table

Initiative	Timing	Owner	Budget	Objectives
Free AI-based online training	Spring 2026 — continuous	IEC	1 FTE	5.1, 5.2, 5.3, 5.4
Industry-focused workshops	Spring 2026 — continuous	IEC	—	5.3, 5.4
Industry Engagement Centre FLAGSHIP	Spring 2026 — grow	IEC	1 FTE	5.1, 5.3
Alumni collaboration	Spring 2026 — grow	Alumni Council	—	5.2
Continuing Education unit FLAGSHIP	Spring 2026 — grow	CE	1 FTE	5.1, 5.4

9.6 Strategic Initiatives Impacting OBEF

Beyond their support for ADSM's five goals, these initiatives also directly support OBEF's 24 KPIs. Three strategic observations on the linkage:

1. The Employability & Industry Integration Pillar. Focus: SO 1.4, 1.5, 5.2, and 5.4 vs. OBEF KPIs 1.1, 1.2, 2.3, 2.4. This pillar is the cornerstone of ADSM's value proposition. OBEF KPIs emphasise not just finding a job but finding a *relevant* job. By aligning SO 1.5 (Industry Skills) with KPI 2.3 (Employer Feedback), we create a closed-loop system: feedback from work placements directly informs curriculum updates for SO 5.4 (Local Industry Needs). ADSM's Industry Advisory Boards for each programme and MoUs with industry partners supply continuous input, keeping the "relevant jobs" metric (KPI 1.2) high because the curriculum is co-designed with the very entities hiring graduates.

2. The Research Innovation & IP Pillar. Focus: SO 2.1, 2.3, 2.5, and 2.6 vs. OBEF KPIs 3.4, 4.3, 4.5, 4.6. ADSM is uniquely positioned to move beyond theoretical research toward Applied Intellectual Property. OBEF rewards Joint Industry Research (KPI 4.3) and Industry Contributions (KPI 3.4), meaning research should not just end in a journal but in a consultancy output or a patent (SO 2.6). Incentivising faculty to pursue industry-funded projects directly impacts institutional Profitability and Growth (SO 4.2) while simultaneously ticking research impact and IP generation.

3. The Global Standing & Quality Assurance Pillar. Focus: SO 1.1, 1.3, 4.1, and 5.3 vs. OBEF KPIs 5.1, 5.2, 5.3. This pillar focuses on brand equity. Rankings and accreditations are lagging indicators — they follow excellence in the first two pillars. As ADSM is in its early growth years, this will be a key challenge. Securing International Dual Degrees (SO 1.3) improves International Accreditation Status (KPI 5.2); these partnerships act as quality seals that make local and international rankings (KPI 5.1) more attainable. ADSM targets one to two strategic international partnerships with high-ranking business schools for joint PhD or Masters tracks as a shortcut to global visibility.

9.7 Initiative Status — April 15, 2026 Snapshot

Of the 15 flagship 2026 initiatives, a traffic-light status review against planned timing is maintained live in the Strategy Agent. The status column indicates whether each initiative is on time (green), approaching attention (amber), or behind schedule (red). A low completion percentage does not necessarily indicate delay — many initiatives are not scheduled to be complete at this date; the colour code, not the percentage, is the authoritative indicator.

#	Initiative	2026 Timing	Owner	Status (Apr 15)
1	DBA	Spring 2026	Dean	COMPLETE
2	BSc — 3 new majors	Fall 2026	Dean	ON TRACK
3	Micro-credentials — 8 in programme	Summer 1 2026	Dean	ON TRACK
4	Online MBA	Fall 2026	Dean	MONITOR
5	Build AI-Digital capability	Spring 2026	Digital Designer	ON TRACK
6	QS Stars	Fall 2026	IE	SCHEDULED
7	External Research Grants (1)	Fall 2026	Director of Research	IN PROGRESS
8	Research Labs (2)	Fall 2026	Director of Research	IN PROGRESS
9	ADSM AI Conference	Spring 2026	Director of Research	ON TRACK
10	Preparation of Block B	Fall 2026	President	MONITOR — FUNDING
11	Enhance digital learning tools	Spring 2026	IT	ON TRACK
12	New Governance model	Spring 2026	President	ON TRACK
13	Marketing & Bus. Dev. Improvement	Spring 2026	Bus. Dev.	IN PROGRESS
14	AI capabilities: LLM (UniversitasAI)	Phase 1, Q3–Q4	President	ON TRACK
15	Odoo upgrade	Spring 2026	IT	ON TRACK

CHAPTER 10

Implementation Roadmap

This chapter provides both a **five-year high-level Gantt** (by semester) and a **2026 Year-1 detail plan** (by quarter).

1.1 Five-Year Overview

Theme	2026	2027	2028	2029	2030
Programmes	DBA launch; 3 BSc majors; Online MBA; Micro-credentials	BBA AI Entrepreneurship; EMBA weekend; MSc new (1,2); Dual-degree #1	PhD launch; MSc new (3,4)	MSc updates cycle	Portfolio optimisation
Accreditation	BGA maintain; QS Stars; AACSB self-study; ACBSP self-study	QS MBA ranking; QAA mid-cycle	QS institutional ranking; ACBSP complete	THE ranking	AACSB final; MoHESR re-licence
Research	AI Conference #1; 2 labs; 4 IP; 40 papers	1 research chair; 2 labs; 45 papers	1 research chair; 2 labs; 50 papers	2 labs; 60 papers	2 labs; 70 papers
Capacity	Block B refurbishment; incubator launch	Block B full activation	International Hub maturation	Capacity review	—
Revenue	30M → 35M AED	35M → 42M	42M → 50M	50M → 58M	58M → 75M (tuition 60M + 15M non-tuition)
UniversitasAI	Phase 1 institutional deployment	Phase 2 expansion; AIMI tenant go-live	Phase 3 self-training maturation	External SaaS partners	Platform-as-standard

10.2 Year-1 (2026) Quarterly Detail

Quarter	Programme	Operational	Accreditation / Ranking
Q1 2026	DBA cohort 1 begins (Spring)	Governance model implementation; Micro-credential design	QAA mid-cycle preparation
Q2 2026	Micro-credential Summer 1 launch (8 in programme)	Digital learning rollout; UniversitasAI Phase 1 kickoff	AACSB pre-self-study scoping
Q3 2026	3 BSc majors launch; Online MBA launch	Block B refurbishment start; Industry Engagement Centre operating	QS Stars submission; ACBSP self-study
Q4 2026	Winter term; Micro-credential updates cycle	Block B soft-open (phased); Odoo v19 upgrade	AACSB self-study start

10.3 Governance & Change Management

The 2025 Governance Framework (transitional structure, revised DoA) is in implementation. Two new positions — Director of Corporate Affairs (interim Acting President) and Provost (appointed October 2025) — are embedded. Three BoT sub-committees (Strategy, Budget, Risk & Audit) meet quarterly with UniversitasAI-sourced dashboards as standing inputs. Change management is coordinated through the Executive Committee; policy updates are tracked in the plan's living log.

10.4 Faculty Recruitment & Capacity Scaling

Direction: reduce the number of full-salary full-time faculty positions; expand part-time and industry-practitioner faculty; maintain research-active senior profiles. Net effect is a larger *headcount* with lower *total salary overhead* and greater profile diversity. Compensation benchmarks are in Appendix A.

10.5 Infrastructure & Digital Transformation

Block A will undergo targeted upgrades to enhance course delivery across its 13 classrooms, focusing on refurbishing or replacing desks and seating. Existing smart boards are new and fully functional. Additional adjustments may be implemented in equipment and space allocation as part of an integrated optimisation between Block A and Block B for efficient utilisation.

Block B — Strategic Asset with Six Integrated Functions

Block B is currently used by ADSM to deliver additional capacity and supplementary services. A minimum refurbishment investment of 2M AED (updated estimate: 3M AED) is required. Block B is designed as a multi-functional academic, commercial, and innovation facility that significantly expands ADSM's capacity, revenue streams, and strategic positioning.

Function 1 — Academic Capacity Expansion. Block B substantially increases delivery capacity for Masters and DBA programmes through five additional classrooms optimised for evening academic delivery — each capable of hosting multiple courses per week with stable tuition revenue across the academic year. During daytime hours, the same classrooms are used for professional training, creating a dual-use model that maximises utilisation and revenue density. A premium executive-education classroom supports high-value programmes for senior professionals, with smaller cohorts and significantly higher pricing, reinforcing ADSM's executive-education positioning. Continuing Education, AIMI, and the Industry Engagement Centre all benefit from these areas. Additional rooms used for new graduate students could generate approximately **10–15M AED yearly**, with Executive Education reaching **5–10M AED yearly** in the medium term.

Function 2 — Faculty and Student Experience Enhancement. Block B alleviates Block A space constraints by providing dedicated office space for faculty and staff. Block A currently offers only 31 offices for 55 employees; Block B adds approximately 10 additional offices to support future strategy. Block B introduces modern student facilities — collaborative workspaces, lockers, extended library areas — expected in a high-quality business school. While this enhancement does not directly generate revenue, it makes ADSM's offering more attractive to better students, faculty, and staff.

Function 3 — Entrepreneurship and Innovation Ecosystem. Block B hosts ADSM's Entrepreneurship and Innovation Centre, positioning ADSM as a hub for start-up development and industry engagement. Includes incubator partnerships, collaborative innovation spaces, and a structured membership model for start-ups and SMEs. Basic and advanced memberships generate recurring revenue alongside services (mentorship, facility access, business support). A tech showroom enables start-ups and international partners to showcase innovations.

Ongoing partnerships and interests: Innovation Nexus with HKUST-GZ; RUYA Launchpad; GRACIA (food supply chain incubator); ADSM Entrepreneurship & Innovation programmes and student start-ups. This space will generate direct revenue from memberships, space rental, and eventual profit from startup IP creation. Short-to-medium-term estimate: **~1M AED yearly**.

Function 4 — International Academic Hub. A dedicated space facilitates global partnerships, dual programmes, and collaborative research. It supports visiting institutions, joint projects, and academic memberships, with research environments for group work and project demonstrations. This strengthens ADSM's internationalisation strategy and supports applied research aligned with industry and national priorities. ADSM is initiating the first International Hub of Chamber Business Schools.

Ongoing partnerships and interests: HKUST-GZ (Hong Kong University Science and Technology, GZ); CITA Canada (Council of AI and Advanced Technologies); Georgia Tech Logistics Lab (USA); Tilda (AI Lab); International Network of Chamber Business Schools (ADSM-initiated). Labs are being created for Sustainability, Resilience, Leadership, and Management. Initial rental revenue is a conservative ~**100,000 AED**; applied-research projects could add **a few million AED** annually in the medium term.

Function 5 — Future Technology Space. Advanced laboratories for management, technology, and applied research — AI tools, robotics, simulation technologies, operations and supply chain labs, AI in management. A financial trading room supports fintech and crypto education. Monetisation through rental, executive programmes, and industry-funded research projects positions ADSM at the intersection of management and emerging technologies.

Ongoing partnerships and interests: Kestrel Robotic Technology (MoU completed) — rent space for research, demo, start-up projects, and commercialisation; MAGIS (Singapore, gaming education and start-ups). Direct revenue from rental and equipment usage is estimated at **~500K AED** short-term; the space also supports teaching, research, and executive-education revenue indirectly.

Function 6 — Digital Learning and Content Creation Infrastructure. Advanced learning technologies including VR/AR/MR rooms for immersive teaching and learning; a multimedia green room for digital content, online courses, and promotional materials; and a research support centre providing paid services to students and external clients. Short-to-medium-term estimate: **~1M AED**.

Ongoing partnerships and interests: OC Studio (AI filmmaker); Vamos Tech Education.

Commercial and Branding Opportunities. Block B creates additional revenue from branding and visibility rights sold to external companies, reinforcing industry partnerships. Short-to-medium-term estimate: **~1M AED yearly**. Ongoing discussions include HONOR (Chinese IT), regional family businesses, and technology companies entering the Abu Dhabi market.

> **Overall Positioning.**
>
> Block B is not merely physical expansion; it is a strategic asset that transforms ADSM into a hybrid academic, innovation, and industry-engagement platform — enabling higher student capacity, diversified revenue streams, stronger industry partnerships, and enhanced global positioning, aligned with long-term institutional sustainability and growth.

UniversitasAI — Phased Integration, Not Rapid Tool Deployment

UniversitasAI is a strategic research-and-development initiative ADSM implements progressively through a phased approach, ensuring controlled integration, institutional readiness, and alignment with governance and regulatory frameworks. The objective is not rapid deployment of isolated AI tools but the gradual introduction of a comprehensive AI-driven institutional intelligence that augments decision-making, optimises operations, and enhances academic and administrative performance.

Unlike conventional solutions such as chatbots, dashboards, or reporting systems, UniversitasAI is designed as an advanced operating system for the institution. It identifies, analyses, and addresses operational and strategic situations autonomously while maintaining human oversight for critical decisions. Implementation follows a staged model — beginning with targeted use cases (analytics, reporting, process automation) and progressively expanding toward deeper integration across academic delivery, student services, research, and institutional management.

At its core, UniversitasAI operates through a multi-layered architecture: a network of specialised AI agents for distinct functions; autonomous scanning mechanisms continuously monitoring institutional data and environments; and a real-time communication framework enabling coordinated action across departments. It applies multiple analytical approaches to detect patterns and issues, uses a structured graduated decision-making protocol for safety and compliance, and integrates directly with operational systems to execute actions — notifications, approvals, reporting, and transactional processes.

Over time, UniversitasAI evolves into a unified institutional intelligence built on four architectural layers, each contributing to a cohesive ecosystem that extends beyond traditional enterprise systems (ERP, LMS, SIS, CRM). Continuous learning mechanisms and feedback loops refine performance, measure real-world outcomes, and adapt decision logic. Phased integration ensures ADSM retains full control over governance, risk, and quality, while progressively leveraging AI to enhance efficiency, innovation, and institutional impact — positioning ADSM at the forefront of AI-enabled higher education.

CHAPTER 11

Block B — Strategic Investment

Block B is the single most important capacity and revenue unlock for 2026–2030. It is treated here as a dedicated chapter — not a sub-section of the roadmap — because the scale of the decision (Chamber-supported refurbishment, multi-stream revenue activation, long-term brand positioning) warrants it. A separate Chamber-facing *Block B Investment Memo* will be available for fundraising conversations; this chapter is the Board's view.

11.1 Strategic Rationale

ADSM's evening classes (4:30 pm – 9:00 pm) reach physical capacity in Block A from September 2026. Without additional capacity the enrolment path stops at approximately 550 full-time students; with Block B, ADSM's capacity plan supports 1,000+ students by 2030 across programmes that already have identified demand. Block B is also the home of the Executive Education suite, the Entrepreneurship and Innovation Centre, the International Academic Hub, the Future Technology Space, the Digital Learning and Content Creation studio, and the commercial branding activation — each a deliberate revenue line.

Block B's revenue potential is conservatively under-stated across the current plan. Absent Block B, the non-tuition revenue diversification target of 15M+ AED by 2030 is not attainable; Block A cannot host the Executive Education suite, the tech showroom, the media studio, or the incubator at the quality the strategy requires.

11.2 Refurbishment Plan and CAPEX

Block B is an existing ADCCI-owned structure adjacent to Block A. It requires refurbishment — not new construction — to reach operational readiness. The minimum CAPEX estimate is **3M AED**. The investment is phased to de-risk and to align with revenue activation:

Phase	Timing	CAPEX (AED)	Scope	Revenue activation
Phase 1 — Core classrooms	Q3 2026	1,500,000	5 graduate classrooms, AV, basic furnishing	Fall 2026 graduate intake (tuition uplift immediate)
Phase 2 — Executive suite + offices	Q4 2026	800,000	Executive Education suite; 10 additional offices for faculty and staff	Winter 2027 Executive MBA; Continuing Ed premium cohorts
Phase 3 — Innovation & media	Q1–Q2 2027	400,000	Incubator space, media studio (VR/AR/MR, green room)	Membership fees, media services revenue
Phase 4 — Future Tech & Branding	Q3–Q4 2027	300,000	Future-tech labs, financial trading room, branding fixtures	Rental to partners; branding and sponsorship agreements
Total	**2026–2027**	**3,000,000**		

11.3 Revenue Activation — Expected Case

Each Block B function has its own revenue profile. The table below consolidates expected-case revenue by function (subset of Chapter 12 financial tables):

Function	2026	2027	2028	2029	2030
Academic capacity (5 classrooms, graduate tuition uplift)	1M	4M	8M	12M	15M
Executive Education suite	100K	500K	2M	3M	5M
Continuing Education (non-suite)	300K	1M	3M	5M	8M
Innovation & Incubator (memberships, rental)	40K	250K	500K	600K	1M
International Academic Hub (memberships + projects)	100K	500K	1M	2M	3M
Future Tech Space (rental + equipment fees)	—	300K	500K	600K	800K
Digital Learning & Media Studio	—	200K	500K	800K	1M
Commercial Branding / Naming Rights	50K	500K	1M	1.5M	2M
Block B — Total Revenue (AED)	**~1.6M**	**~7.25M**	**~16.5M**	**~25.5M**	**~35.8M**

At maturity (2030), Block B generates approximately **47% of ADSM's total revenue** under the expected case. Payback on the 3M AED CAPEX is achieved within the first full operating year (Phase 1 classroom revenue alone).

11.4 Six Integrated Functions (Summary)

Functional detail — partner lists, revenue logic, physical layout — is integrated with the five-year initiative portfolio in Chapter 10.5. A standalone view with risk analysis and the full Chamber-ask narrative is in the separate *Block B Investment Memo*.

1. **Academic Capacity Expansion** — 5 classrooms + premium Executive suite (~10–15M AED/yr grad tuition; 5–10M AED/yr exec ed at maturity).
2. **Faculty & Student Experience** — 10 additional offices (Block A currently 31 offices for 55 employees); modern student facilities.
3. **Entrepreneurship & Innovation Ecosystem** — Incubator + membership model; partnerships include Innovation Nexus with HKUST-GZ, RUYA Launchpad, GRACIA (food supply chain); ~1M AED/yr.
4. **International Academic Hub** — Dedicated space; HKUST-GZ, CITA Canada, Georgia Tech, Tilda AI Lab; first International Network of Chamber Business

Schools node.

5. **Future Technology Space** — AI tools, robotics, simulation labs, financial trading room; partners Kestrel Robotic (MoU completed), MAGIS.
6. **Digital Learning & Content Creation** — VR/AR/MR rooms, multimedia green room; partners OC Studio, Vamos Tech Education.

11.5 Risk Analysis Specific to Block B

Risk	P	I	Mitigation
Delay in Chamber funding release	M	H	Phased CAPEX (Phase 1 can proceed with partial funding); Block A optimisation as bridge for Q3 2026
Refurbishment overrun (scope, cost, schedule)	M	M	Pre-agreed vendor contracts; phased commissioning; contingency reserve 10% baked into CAPEX
Executive Education demand slower than expected	M	M	Suite is dual-use; can be converted to additional graduate classrooms or training venue for ADCCI member companies
Partner (HKUST-GZ, Kestrel, OC Studio, etc.) withdrawal	L-M	M	No function depends on a single partner; modular activation; space utilisation not dependent on single MoU
Innovation Centre / Incubator under-utilisation	M	L	Membership model priced to cover fixed costs at low occupancy; ADCCI member-company pipeline
Branding revenue below target	M	L	Non-critical to core operations; revenue is upside, not required for break-even

11.6 Chamber Ask

The Chamber's support for Block B refurbishment is the single fundraising conversation for 2026. The ask is structured to be Board-approvable at the Chamber level:

- **Amount.** 3M AED, phased across Q3 2026 – Q4 2027.
- **Structure.** Capital contribution or repayable advance against future non-tuition surplus. Both options will be presented with Total Cost of Ownership and Return on Investment analysis in the Investment Memo.
- **Use.** Restricted to Block B refurbishment CAPEX (not operating costs).
- **Reporting.** Quarterly refurbishment-progress reports to ADCCI; annual Block B revenue-activation report on the non-tuition surplus line (Chapter 12).

- **Upside.** Block B activation accelerates ADSM's path to financial independence — under the expected case, ADSM is no longer dependent on ADCCI subsidy from 2027 onward.

CHAPTER 12

Financial Plan & Resource Strategy

ADSM transitions from financial stabilisation (reached 2024–2025) to diversified profitable growth. Three scenarios are modelled — pessimistic, expected, and optimistic. The expected scenario is presented in the main financial forecast; the pessimistic case bounds downside risk; the optimistic case is deliberately not emphasised in BoT materials to avoid over-commitment.

12.1 Revenue Strategy

Core Tuition Growth

475 students → 1,000+ by 2030. 15% annual full-time enrolment increase. 30M AED → 60M+ AED annual tuition.

Continuing & Executive Education

500K AED → 20M AED within 3–5 years. Industry Engagement Centre, Continuing Education unit, ADCCI member upskilling.

Industry Sponsorships

Target 15M AED within 5 years via Block B sponsorships, naming rights, research-chair endowments.

Advisory & IP

Translational research into SaaS and consulting engagements. Primarily surplus to the expected case (see Chapter 16 for IP commercialisation framework).

Innovation Hub

Incubator memberships; equity and profit-share from alumni start-ups.

Block B Assets

Five additional classrooms (10–15M AED additional tuition); executive education suite (5–10M AED); digital content studio; international hub memberships; branding revenue.

12.2 Three Scenarios (2026–2030 aggregate)

Scenario	Peak annual revenue	Tuition dependency in 2030	Block B status	2030 surplus
Pessimistic	~55M AED	~80%	One-term delay	Break-even or modest deficit
Expected	75M AED	~75%	On schedule	10–12M AED
Optimistic	90M+ AED	65%	Full activation early	15–20M AED

12.3 Investment Requirements

Block B refurbishment. 3M AED
Accreditation costs. AACSB self-study 20K AED + accreditation process (5–7 yr); ACBSP self-study 10K AED + 3 yr process; QS Stars 275K AED.
New programme launches. 20–50K AED per programme at development.
Faculty compensation recalibration. Reduce total full-salary headcount; reinvest savings into part-time recruitment and targeted senior hires. Net cost-neutral to modestly favourable.

12.4 Budget Framework

ADSM is transitioning the reporting cycle from an academic-year (Sep–Aug) to a calendar-year basis. The 2026 budget under review at BoT aligns with this transition. Years 2–5 project increasing annual profitability in line with planned enrolment growth and diversified revenue realisation.

12.5 Tuition Revenue Forecast (Expected Scenario)

Aggregated forecasts assume gradual enrolment growth from ~500 students to 1,000 by 2030. The mix is dominated by Masters (50%), followed by Bachelor (25%), with DBA and Certificates/Diplomas completing the balance. Student numbers below are net of dropouts and non-payments; gross enrolments will be 10–20% higher to reach these net numbers.

Programme	Metric	2026	2027	2028	2029	2030
Certificates / Diplomas	Students	20	40	60	80	100
	Credit hours	600	1,200	1,800	2,400	3,000
	Tuition (AED)	640,000	1,360,000	2,040,000	2,720,000	3,400,000
BScM	Students	80	120	150	200	250
	Credit hours	2,400	3,600	4,500	6,000	7,500
	Tuition (AED)	2,520,000	3,780,000	4,725,000	6,300,000	7,875,000
Masters (MBA, MSBA, MSQBE, MSLOD)	Students	380	430	480	530	550
	Credit hours	11,400	12,900	14,400	15,900	16,500
	Tuition (AED)	29,260,000	33,110,000	36,960,000	40,810,000	42,350,000
DBA	Students	20	60	100	100	100
	Credit hours	400	1,200	2,000	2,000	2,000
	Tuition (AED)	1,289,474	3,868,421	6,447,368	6,447,368	6,447,368
Total average students		**500**	**650**	**790**	**910**	**1,000**
Total tuition revenue (AED)		**33,709,474**	**42,118,421**	**50,172,368**	**56,277,368**	**60,072,368**

12.6 Non-Tuition Revenue Forecast (Expected Scenario)

Stream	2026	2027	2028	2029	2030	Profit rate
Continuing Education (AED)						
Executive Education	100,000	500,000	2,000,000	3,000,000	5,000,000	30%
General continuing ed	300,000	1,000,000	3,000,000	5,000,000	8,000,000	30%
CE Total	**400,000**	**1,500,000**	**5,000,000**	**8,000,000**	**13,000,000**	30%
Industry Research / Consultancy (AED)						
Applied Research	100,000	500,000	1,000,000	2,000,000	3,000,000	40%
Consultancy	200,000	500,000	1,000,000	2,000,000	3,000,000	40%
R&C Total	**300,000**	**1,000,000**	**2,000,000**	**4,000,000**	**6,000,000**	40%
Rent / Membership / Other Fees (AED)						
Block B space rent	20,000	100,000	200,000	300,000	400,000	50%
Membership fees	10,000	50,000	300,000	300,000	500,000	50%
Other (events, conferences)	10,000	10,000	10,000	10,000	10,000	50%
IP / start-ups	—	100,000	200,000	300,000	400,000	50%
Rent/Membership Total	**40,000**	**260,000**	**710,000**	**910,000**	**1,310,000**	50%
Branding / Donation (AED)						
Branding	50,000	500,000	1,000,000	1,500,000	2,000,000	60%
Donation	50,000	500,000	1,000,000	2,500,000	5,000,000	60%
Branding Total	**100,000**	**1,000,000**	**2,000,000**	**4,000,000**	**7,000,000**	60%

12.7 Consolidated Profit & Loss (Expected Scenario, AED)

	2026	2027	2028	2029	2030
Revenue					
Tuition revenue	33,709,474	42,118,421	50,172,368	56,277,368	60,072,368
Continuing Education	250,000	2,000,000	3,000,000	4,000,000	5,000,000
Research / Consultancy	300,000	1,000,000	2,000,000	4,000,000	6,000,000
Rent / memberships / fees	40,000	260,000	710,000	910,000	1,310,000
Branding / donations	0	1,000,000	2,000,000	3,000,000	4,000,000
Total Revenue	**34,299,474**	**46,378,421**	**57,882,368**	**68,187,368**	**76,382,368**
Costs					
Salaries — Faculty	10,200,000	10,000,000	10,000,000	10,000,000	10,000,000
Salaries — Admin	6,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Fixed costs	4,904,000	5,740,000	5,740,000	5,740,000	5,740,000
Variable costs	5,640,000	8,315,000	12,381,000	16,326,100	22,175,710
CAPEX	225,000	355,000	355,000	355,000	355,000
Total Costs	**26,969,000**	**29,410,000**	**33,476,000**	**37,421,100**	**43,270,710**
P&L					
Yearly balance	7,330,474	16,968,421	24,406,368	30,766,268	33,111,658

	2026	2027	2028	2029	2030
Yearly Profit Margin	21%	37%	42%	45%	43%

CHAPTER 13

Governance, Risk & Compliance

The strategic plan is overseen by a tightened governance architecture: the Board of Trustees, three BoT sub-committees, an Executive Committee, and a compliance ecosystem anchored in UniversitasAI. Risk is managed through a live register — not an annual exercise — with probability and impact assessments and a continuous adjustment loop.

12.1 Governance for Execution

- **Board of Trustees** — chaired by ADCCI representative; strategic oversight; major approvals.
- **BoT Strategy Sub-Committee** — strategic direction, five-year plan reconciliation.
- **BoT Budget Sub-Committee** — financial oversight; annual budget approval; surplus reinvestment policy.
- **BoT Risk & Audit Sub-Committee** — risk register review; internal and external audit oversight.
- **Executive Committee** — Acting President, Provost, unit heads; weekly ops, monthly strategic review.
- **Academic Council & Academic Standards Committee** — academic quality and programme governance.

12.2 Risk Register (live)

The register is maintained in UniversitasAI's Risk & Compliance SphereAgent. The top-level strategic risks are presented below; the full operational-level register is in Appendix B.

Risk	Type	Probability	Impact	Mitigation	Owner
Market saturation / new branch campuses	External — Market	High	High	Specialisation in management + AI focus; unique Chamber access; OBEF performance differentiation	Acting President
Regulatory pace (OBEF rapid change)	External — Regulatory	Medium-High	High	Institutional Effectiveness unit continuously tracking; OBEF Command Centre (Ch 13) as instrument	Provost / IE
Tuition dependency during diversification phase	Internal — Financial	High	Medium-High	Aggressive Continuing Ed + Industry Advisory; Block B revenue activation; IP commercialisation	Finance
Faculty talent acquisition & retention	Internal — HR	High	High	Compensation benchmarking (App. A); portfolio rebalance toward part-time + senior research; non-monetary benefits package	HR / Provost
Block B delay (funding release, refurbishment)	Internal — Infrastructure	Medium	High	Phased occupancy; pre-agreed vendor contracts; Block A optimisation as bridge	Acting President
UniversitasAI operational reliance	Internal — Technology	Low-Medium	Medium	Graduated autonomy; human-in-the-loop for all consequential decisions; fallback manual	IT / UniversitasAI team

Risk	Type	Probability	Impact	Mitigation	Owner
				processes retained	
Research output slippage against OBEF targets	Internal — Academic	Medium	Medium	Research Chairs; industry-funded projects; international collaboration momentum	Director of Research
Accreditation cycle setback (AACSB)	External — Reputation	Medium	High (long-term)	Realistic 5–7 year expectation management; ACBSP pursued in parallel (3 yr); QS Stars as interim	IE

12.3 Compliance Ecosystem

The IE unit, supported by UniversitasAI's compliance modules, maintains real-time alignment with OBEF, CAA/ADEK regulatory requirements, and internal quality standards. Predictive analytics identify potential compliance gaps before they occur; automated evidence vaults (see Chapter 14) prepare audit-ready documentation continuously rather than on a cycle.

CHAPTER 14

OBEF Command Centre

MoHESR's Outcome-Based Evaluation Framework is the single most consequential change to UAE higher-education regulation in a decade. ADSM treats OBEF as a strategic opportunity, not a compliance problem, and has built the OBEF Command Centre as the institution's Ministry-facing instrument.

13.1 What the Command Centre Is

A unified live dashboard, owned by the Institutional Effectiveness unit, that tracks all 24 OBEF KPIs against MoHESR's exact formulas. Each KPI has its own micro-page showing current value, target, trend, numerator/denominator, data source, evidence links, and a history of measurements. The Command Centre replaces the document-assembly exercise that every small UAE institution performs before an accreditation visit with a continuously populated evidence environment.

13.2 Pillars, Weights, and 24 KPIs

Pillar	Weight	KPIs
1. Employment Outcomes	25%	1.1 Employment rate · 1.2 Employment in relevant jobs
2. Learning Outcomes	25%	2.1 External validation · 2.2 Retention · 2.3–2.4 Employer feedback · 2.5 Certifications success · 2.6 Satisfaction
3. Industry Collaboration	20%	3.1 Job offers post-placement · 3.2 Work placements · 3.3 Joint industry courses · 3.4 Industry contributions (AED)
4. Research Outcomes	15%	4.1 Publication ratio · 4.2 Citations · 4.3 Joint industry research · 4.4 Student research participation · 4.5 Research impact · 4.6 Awarded IP
5. Reputation	10%	5.1 Rankings · 5.2 International accreditation · 5.3 Dual degrees · 5.4 International research collaboration
6. Community Engagement	5%	6.1 Academic events with student participation · 6.2 Community initiatives

13.3 Seven Scoring Models

KPIs differ in shape. The Command Centre applies the correct scoring model per KPI:

- **Standard band** — thresholds (Very Low / Low / Medium / High / Very High).
- **Inverted band** — lower is better (e.g. certain risk KPIs).
- **Binary** — met / not met.
- **Auto-threshold** — thresholds inferred from cohort distribution.
- **Linear clamp** — continuous scoring between bounds.
- **Peer benchmark** — scored relative to a cohort of comparable institutions (new in v7).
- **Longitudinal trend** — rewards improvement over time, not only level (new in v7).

13.4 Evidence Vault

Every KPI is linked to the underlying evidence: student records, employer survey responses, publication DOIs, MoU scans, research grant contracts, event sign-in sheets. When MoHESR requests evidence during an accreditation visit, the Command Centre exports a complete audit-ready package directly — no "evidence week" before a visit.

13.5 Scanners

Five autonomous scanners run continuously: graduate follow-up SLA, survey response rates, event calendar gaps, accreditation expiry proximity, KPI band transitions. When a scanner detects a shortfall likely to affect OBEF scoring, the IE unit receives a structured alert before the gap widens.

> **Ministerial posture.**
> An audit that previously required weeks of document collection is now an export. ADSM's positioning to MoHESR is that ADSM meets OBEF not as a minimum compliance bar but as its operating discipline.

CHAPTER 15

Presidential AI Cockpit

UniversitasAI includes a suite of agents designed specifically for leadership decision-making. Rather than leaving them as platform features, ADSM names and codifies the Presidential AI Cockpit as the Acting President's standing instrument — and extends a scoped version to the Board of Trustees and ADCCI Chamber leadership under defined access tiers.

14.1 Components

Strategy Agent

Ingests the strategic plan; reconciles live KPI and initiative status against the plan daily; produces the Presidential Briefing; runs scenario analysis and Monte Carlo simulations.

Delphi Decision Agent

Structured anonymous consensus for contested strategic decisions. Iterative rounds; convergence detection; auditable decision record.

Predictive Calendar

This-week, this-month, this-quarter priority queue. Surfaces what leadership attention needs to go to next.

Voice Interface

Hands-free natural-language commands for meetings and between engagements. Destructive actions require verbal confirmation.

Employee Twin

Per-employee agent aware of role goals, performance context, trainings, and objectives — available to the employee and their manager.

OBEF Scorecard

Live 24-KPI view (Chapter 14) embedded in the Cockpit for governance meetings.

14.2 Access Tiers

Tier	Who	Access
Full Cockpit	Acting President, Provost, Director of Corporate Affairs	All agents · Full data · Decision authority
Executive	ADSM leadership team, unit heads	Strategy briefing · OBEF Scorecard · Delphi participation · Employee Twin (own)
BoT Member	Board members + sub-committee chairs	Quarterly briefing · Risk register · OBEF Scorecard read-only · Delphi participation for board-scoped decisions
Chamber	Nominated ADCCI leadership	Executive summary · Block B & commercialisation dashboards · Invited Delphi rounds

14.3 Operating Cadence

- **Daily.** Acting President reviews the Strategy Agent briefing (3–5 items requiring input today).
- **Weekly.** Executive Committee uses the Cockpit as its standing data input. KPI drift is surfaced, not reported.
- **Monthly.** BoT sub-committees meet with a Cockpit snapshot as pre-read.
- **Quarterly.** Full BoT reviews strategic plan reconciliation; Chamber executives receive the summary.
- **On-demand.** Delphi rounds for contested decisions; scenario simulations before major approvals.

14.4 Governance Guarantees

The Cockpit does not make decisions — it prepares them. Graduated-autonomy safeguards (five safety layers: emergency stop, SphereAgent mode, rate limit, Policy Engine thresholds, 24-hour deduplication) ensure that nothing consequential happens without explicit human approval. A full audit trail is preserved for every agent interaction; the AI Monitoring dashboard provides ongoing visibility into how the Cockpit is used.

CHAPTER 16

Intellectual Property, Licensing & Commercialisation

The UniversitasAI platform deployed at ADSM is co-developed with Tilda LLC under a defined commercial framework. This chapter documents the existing rights split and positions any external deployments as surplus to the main financial plan rather than as a named major revenue line item — a conservative choice made to keep Board attention focused on ADSM's core academic mission during the current growth phase.

15.1 IP & Commercial Framework

Territory	ADSM share	Tilda share	Rationale
UAE deployments	40%	60%	ADSM co-development credit; local market access via ADCCI network
International deployments	0%	100%	Tilda bears sales and delivery infrastructure outside UAE

15.2 Near-Term Opportunities

- **IAT / ADVETI (UAE).** Active tender process. ADSM eligible for 40% commercialisation share under existing framework.
- **Other ACTVET institutions (UAE).** Under the same terms.
- **GCC higher-education institutions.** Tilda-led; ADSM outside the commercial split.

15.3 ADSM-Facing IP Products

Beyond platform commercialisation, ADSM generates IP from applied research (SO 2.6): diagnostic apps, management algorithms, proprietary frameworks. These are monetised separately — typically as SaaS or licensing agreements with regional organisations. Modest initial revenue (sub-1M AED through 2027); significant scaling potential if any single framework gains regional adoption.

15.4 Governance of IP

A defined sign-off chain — Acting President on commercial terms, BoT Strategy Sub-Committee on major arrangements, ADCCI on any change to the UAE commercial share. All IP-related engagements are logged on the Advisory/IP line of the financial report with attribution to the originating agreement.

CHAPTER 17

Monitoring, KPIs & Continuous Improvement

The monitoring framework has two layers. Strategic-level monitoring tracks the five goals and 25 objectives against OBEF KPIs (Chapter 14). Operational-level monitoring tracks initiative progress, risk triggers, and unit-level performance. Both layers are instrumented through UniversitasAI.

16.1 KPI Architecture

Strategic-level monitoring is broader than the 24 OBEF KPIs. ADSM tracks five overlapping KPI categories, each feeding the same live dashboard surface but serving different stakeholders:

- **OBEF KPIs** — the 24 MoHESR KPIs with the scoring models detailed in Chapter 14. Primary audience: MoHESR, CAA/ADEK.
- **Institutional Strategic KPIs** — ADSM's own strategic indicators, some of which are not captured in OBEF: total enrolment, total revenue (tuition + non-tuition), tuition-dependency ratio, research-funding volume, alumni-engagement index, Block B utilisation. Primary audience: BoT, ADCCI, Acting President.
- **External Accreditation & Ranking KPIs** — requirements of AACSB, ACBSP, BGA / AMBA, QS Stars, THE ranking, DASCA, PRME, QAA, uScore. These differ from OBEF in both formula and cadence; the IE unit maintains cross-walks so a single data collection serves multiple accreditors. Primary audience: accreditation bodies, ranking submissions.
- **Operational KPIs** — application-to-enrolment conversion, onboarding time, grading turnaround, faculty load distribution, IT ticket SLA. Primary audience: unit heads, Executive Committee.
- **Regulatory KPIs** — CAA/ADEK licence-condition indicators; ministerial reporting-calendar adherence. Primary audience: IE, compliance.

16.2 Dashboards

Live dashboards are delivered through three surfaces: the Institutional Effectiveness dashboard (internal), the Presidential Briefing (Chapter 15), and BoT pre-reads (Cockpit-sourced). Historical drift, forecast projections, and anomaly detection are provided automatically by the Strategy Agent and the 106 autonomous scanners.

16.3 Performance Review Cadence

Review frequency is tailored to each stakeholder's decision cycle rather than a single fixed schedule. The live dashboard is available continuously; scheduled reviews are used to convert data into decision:

- **Acting President — daily.** Morning Strategy Agent briefing; exception alerts for red KPIs.
- **Executive Committee — weekly.** Operational KPIs and initiative-status review; decisions within delegated authority.
- **BoT Strategy Sub-Committee — monthly.** Strategic-plan reconciliation; initiative-approval pipeline.
- **BoT Budget Sub-Committee — monthly during budget cycle; quarterly otherwise.** Financial KPIs, revenue-diversification progress.
- **BoT Risk & Audit Sub-Committee — quarterly.** Risk register, audit findings, compliance KPIs.
- **Full BoT — quarterly.** Integrated scorecard of all categories.
- **ADCCI — quarterly executive summary; annual strategic review.**
- **MoHESR — annual OBEF submission; event-triggered evidence requests fulfilled within one week via the OBEF Command Centre evidence vault.**
- **Accreditation bodies — on their own cycles** (AACSB continuous improvement review, ACBSP annual, BGA mid-cycle, etc.). The IE unit aligns submissions to each body's calendar.
- **Annual institutional review — once per year** with optional plan revision; event-triggered interim reviews for funding changes, regulatory shifts, or major partnership events.

16.4 Continuous Improvement Loop

Data → Analysis → Decision → Action → Outcome Measurement → Data. The loop is instrumented. The Strategy Agent's predictive functions shift decision-making from reactive to proactive — potential problems are surfaced before they materialise, and the system learns from outcomes to calibrate its own confidence over time.

CHAPTER 18

Communication & Stakeholder Engagement

Decisions matter less if stakeholders don't understand them. ADSM's communication framework ensures that every strategic decision is translated for its relevant audiences with the appropriate detail and tone.

17.1 Internal Communications

- **Faculty & staff.** Monthly newsletters; semester-start town halls; Executive Committee minutes disseminated.
- **Students.** Programme-specific announcements via Student Portal; AI-powered "Ask ADSM" chatbot for real-time questions.
- **Alumni.** Quarterly newsletter; Alumni Portal engagement; career-services touchpoints.

17.2 External Communications

- **ADCCI & BoT.** Monthly executive summary; quarterly strategic reconciliation.
- **Regulators (MoHESR, CAA, ADEK).** Continuous evidence feed via OBEF Command Centre; scheduled accreditation submissions.
- **Industry & media.** Industry Engagement Centre as the single contact point for corporate enquiries; press and thought-leadership programme.
- **Prospective students & families.** Website, open days, Lead Intelligence-driven outreach, parent portal (new in 2025).

17.3 Feedback Loop

UniversitasAI monitors stakeholder sentiment across channels. The Social Listening agent surfaces trends; the Agent Nervous System routes signals to the appropriate domain agents; the Presidential Briefing includes a stakeholder-sentiment summary weekly. Persistent issues trigger cascade workflows for resolution.

CHAPTER 19

Conclusion & Institutional Commitment

The 2026–2030 Strategic Plan is a commitment to institutional transformation. ADSM will shift from a boutique, tuition-dependent business school to a diversified, AI-enabled, OBEF-aligned operating model with regional scale ambitions.

The transformation is built on three pillars:

1. **Student outcomes** — employability, industry skills, and relevance at international standards.
2. **Operational excellence** — UniversitasAI as the command-and-control layer for continuous institutional adjustment.
3. **Financial resilience** — diversified revenue streams enabling autonomy from pure tuition dependency.

Block B activation, UniversitasAI phased deployment, the five new Leadership AI agents (Presidential Cockpit), the OBEF Command Centre, the Industry Engagement Centre, and the international partnerships roadmap collectively ensure that ADSM will serve as a primary engine of Abu Dhabi's knowledge economy throughout this period. International accreditation is pursued on realistic timelines (AACSB 5–7 years, ACBSP 3 years, QS Stars near-term) without overpromising.

ADSM remains steadfast in its mission to develop entrepreneurial leaders equipped to navigate and lead in a technology-driven global market. Through this roadmap, ADSM is not reacting to the future of management education — it is engineering it.

Board Endorsement

This Strategic Plan is submitted for review and endorsement by the Board of Trustees. Upon endorsement, it becomes the governing document for the 2026–2030 period, reconciled continuously through the UniversitasAI platform and reviewed formally each year.

Endorsed by:

[Reserved for BoT signatures]

APPENDIX A

Faculty Compensation Bands — UAE Business-School Benchmark

The bands below reflect Dr Poulin's April 2026 direct input based on current market intelligence across leading UAE business schools. They are reported as data, not as a policy recommendation. ADSM's compensation strategy is covered in Chapter 10.4 (faculty profile rebalance).

> **Treatment.** Benchmarking faculty compensation across 100+ UAE institutions is difficult because of variation in nationality mix, faculty responsibilities, seniority, and programme context. These bands are indicative rather than prescriptive.

Academic Faculty (Monthly Salary, Leading UAE Business Schools)

Rank	Monthly base (AED)	Standard allowances
Assistant Professor	18,000 – 28,000	Housing · School fees (up to 3 children) · Annual flight tickets home. Approximate value: 10,000–20,000 AED monthly depending on household situation.
Associate Professor	25,000 – 35,000	
Full Professor	35,000 – 50,000	

Academic Leadership (Monthly Salary, Leading UAE Business Schools)

Role	Monthly base (AED)
Academic Dean	50,000 – 60,000
Provost / VP	70,000 – 90,000
President	80,000 – 120,000

Implications for ADSM. The bands make clear that senior-rank competitive compensation requires specific investment. The planned portfolio rebalance (Chapter 10.4) toward more part-time and industry-practitioner faculty alongside targeted senior hires is designed to manage overall faculty cost while preserving depth where it matters most.

APPENDIX B

Risk Register — Abridged

Top-level risks were presented in Chapter 13.2. This appendix lists the operational-level register entries maintained live in UniversitasAI. The full live register is accessible via the Risk & Compliance SphereAgent.

ID	Risk	Type	P	I	Status
R-01	Market saturation from international branch campuses	External	H	H	Monitoring
R-02	OBEF framework mid-cycle change	External	M-H	H	Monitoring
R-03	Tuition dependency exceeds 80% in any year 2026-2028	Internal/Finance	H	M-H	Active mitigation
R-04	Faculty attrition >15% in any year	Internal/HR	H	H	Active mitigation
R-05	Block B delay >2 terms	Internal/Infra	M	H	Monitoring
R-06	UniversitasAI operational incident (platform downtime)	Internal/Tech	L-M	M	Mitigated (graduated autonomy, fallbacks)
R-07	Research output slippage against OBEF targets	Internal/Academic	M	M	Active mitigation
R-08	AACSB process setback (5-7 year horizon at risk)	External/Reputation	M	H (long-term)	Monitoring (ACBSP parallel)
R-09	Enrolment shortfall >10% in any term	Internal/Finance	M	M-H	Monitoring
R-10	Regulatory submission miss	Internal/Compliance	L	H	Mitigated (IE SLA + Command Centre)
R-11	Key executive departure	Internal/HR	L-M	H	Monitoring (DoA succession plans)
R-12	Data breach or privacy incident	Internal/Tech	L	H	Mitigated (encryption, audit, policy)

ID	Risk	Type	P	I	Status
R-13	Block A capacity exceeded pre-Block B	Internal/Infra	H	M	Active mitigation (schedule optimisation)
R-14	Industry partnership lapse affecting KPI 3.4	External/Academic	M	M	Monitoring
R-15	Student satisfaction drop in accreditation cycle	Internal/Academic	L-M	H	Monitoring (Student Intelligence Hub)

Legend: P = Probability · I = Impact · L/M/H = Low/Medium/High

APPENDIX C

Initiative → Objective Impact Matrix (Summary)

The full 40+ initiative table with budgets, responsible units, and multi-year milestones is maintained in the live initiatives workbook. This appendix shows the coverage summary: for each strategic objective, which flagship initiatives contribute.

Objective	Flagship initiatives contributing
SO 1.1 Rankings	QS Stars · QS MBA · QS institutional · THE ranking
SO 1.2 Industry certifications	HR Professional · PMP · EFQM · CMI · Micro-credentials industry
SO 1.3 International dual/joint	Dual-degree with Tier 1 international university · AACSB
SO 1.4 Employable graduates	All academic programme initiatives · DBA · Industry Engagement Centre
SO 1.5 Industry skills	Work placements · Industry certifications · Innovation & Entrepreneurship Hub
SO 1.6 Quality teaching	AI-Digital capability build · Digital learning tools · UniversitasAI deployment
SO 1.7 Regional programmes	MSQBE · MSLOD · MBA concentration adjustments · BBA AI Entrepreneurship
SO 2.1 Research output	Research grants · Publications target · International research collaboration
SO 2.2 Research centres	AIMI · Innovation & Entrepreneurship Centre · Research Labs (2/year)
SO 2.3 Industry research funding	Research Chairs · External grants · Industry contracts via Industry Engagement Centre
SO 2.4 International research	ADSM AI Conference · International co-authorship targets
SO 2.5 Applied research impact	Research Chairs · Problem Lab · Industry Engagement Centre
SO 2.6 Applied IP	4 IP/year target · UniversitasAI commercialisation · Diagnostic apps
SO 3.1 Learning environment	Block B · Digital learning tools · AI Learning Path
SO 3.2 Working environment	Block B · IT usability improvements · Employee Twin
SO 3.3 Core values	Recognition in HR evaluations · Core-values events
SO 3.4 Entrepreneurship	Incubator licence · Entrepreneurship policies · Innovation & Entrepreneurship Centre

Objective	Flagship initiatives contributing
SO 3.5 Outcome-based recognition	Awards/recognition events · UniversitasAI-driven performance reviews
SO 4.1 Governance	New Governance model · BoT sub-committees · DoA refinement
SO 4.2 Profitability	All revenue diversification initiatives · Block B activation · AIMI tenant
SO 4.3 Process quality	Process improvements programme · 106 autonomous scanners · ISO 9001 alignment
SO 4.4 Digital technologies	UniversitasAI LLM Phase 1/2 · Odoo upgrade · Regular AI training
SO 5.1 Training & consultancy	Continuing Education unit · Industry Engagement Centre · Corporate training contracts
SO 5.2 Alumni collaboration	Alumni Portal · Alumni Council · Mentorship programmes
SO 5.3 Community engagement	Free AI training · Public conferences · Community events
SO 5.4 Local industry programmes	Industry Advisory Boards · Programme updates cycle · Micro-credentials

APPENDIX D

2026 Year-1 Roadmap (Quarter-Level)

This appendix fleshes out Chapter 10.2 into the level of detail the BoT Strategy Sub-Committee will want for monthly check-ins. Each row is an initiative with owner, budget line, milestone, and OBEF KPI linkage.

Q1 2026 (Jan–Mar)

Initiative	Milestone	Owner	KPI link
DBA launch	Cohort 1 begins	Dean	1.1, 1.4
Governance model	Transitional structure in operation	Acting President	4.1
ADSM AI Conference	Conference held	Director of Research	2.4, 5.1
Micro-credential design	8 MC designs approved	Dean	1.5, 2.5
Continuing Education unit	Launched with initial offering	CE Head	3.4, 5.1

Q2 2026 (Apr–Jun)

Initiative	Milestone	Owner	KPI link
Micro-credentials launch (Summer 1)	8 MCs live; first cohort enrolled	Dean	1.5, 2.5
Digital learning tools	Rollout complete; faculty trained	IT	1.6
UniversitasAI Phase 1	Command Centre operational	Acting President	4.4
AACSB pre-self-study	Scoping complete	IE	5.2
Industry Engagement Centre	Active with first industry contracts	IEC Head	3.3, 3.4

Q3 2026 (Jul–Sep)

Initiative	Milestone	Owner	KPI link
3 BSc majors launch	Fall cohorts enrolled	Dean	1.4, 1.7
Online MBA launch	First online cohort	Dean	1.4, 5.3
Block B refurbishment start	Construction contract signed; vendor on-site	Acting President	3.1, 3.2
QS Stars submission	Submission filed	IE	5.1
ACBSP self-study start	Self-study team formed	IE	5.2

Q4 2026 (Oct–Dec)

Initiative	Milestone	Owner	KPI link
AACSB self-study start	Self-study team formed; Phase 1 scope	IE	5.2
Block B soft-open	Phased occupancy (evening graduate classes)	Acting President	3.1
Odoo v19 upgrade	Platform live	IT	4.4
Micro-credential update cycle	Retired MCs replaced; 5 industry-focused added	Dean	1.5, 2.5
ADSM Leadership & Management Conference	Conference held	Director of Research	2.4, 5.1

APPENDIX E

OBEF KPI Dictionary — 2026–2030 Targets

The 24 MoHESR OBEF KPIs with ADSM's planned annual targets, organised by pillar. These targets are the operating input to the OBEF Command Centre (Chapter 14) and the basis of the Institutional Effectiveness unit's quarterly submissions.

Pillar 1 — Employment Outcomes (25%)

KPI	2026	2027	2028	2029	2030	Owner
1.1 Graduate Employment & Further Education Rate (12 months post-graduation)	95%	95%	95%	95%	95%	Student Affairs
1.2 Employment Rate in Relevant Jobs	85%	87%	90%	92%	93%	Student Affairs / IEC

Pillar 2 — Learning Outcomes (25%)

KPI	2026	2027	2028	2029	2030	Owner
2.1 External Validation Rate	80%	85%	88%	90%	92%	IE
2.2 Retention Rate	88%	90%	92%	93%	94%	Dean
2.3 Employer Feedback in Work Placements	4.0/5	4.1/5	4.2/5	4.3/5	4.4/5	IEC
2.4 Employer Feedback in Employment	4.0/5	4.1/5	4.2/5	4.3/5	4.4/5	IEC
2.5 Success Rate in Licences & Certifications	80%	85%	87%	90%	92%	Dean / Continuing Ed
2.6 Student Satisfaction with Learning Experience	4.1/5	4.2/5	4.3/5	4.4/5	4.5/5	Dean

Pillar 3 — Industry Collaboration (20%)

KPI	2026	2027	2028	2029	2030	Owner
3.1 Job Offer Post-Work-Placement Rate	60%	65%	70%	75%	80%	IEC
3.2 Student Participation in Work Placements	70%	80%	85%	90%	92%	IEC
3.3 Joint Industry Courses	10%	15%	20%	25%	30%	Dean
3.4 Industry Contributions (AED)	500K	1.5M	3M	5M	8M	IEC / Finance

Pillar 4 — Research Outcomes (15%)

KPI	2026	2027	2028	2029	2030	Owner
4.1 Publication Ratio (papers/FT faculty)	3	3.5	4	4.5	5	Director of Research
4.2 Field-Weighted Citations Ratio	1.0	1.1	1.2	1.3	1.4	Director of Research
4.3 Joint Industry Research	10%	15%	20%	25%	30%	Director of Research
4.4 Student Participation in Research	15%	20%	25%	30%	35%	Director of Research
4.5 Impact of Research	Baseline	+10%	+20%	+30%	+40%	Director of Research
4.6 Awarded Intellectual Property (IP, #)	4	2	2	2	2	Director of Research

Pillar 5 — Reputation (10%)

KPI	2026	2027	2028	2029	2030	Owner
5.1 Global University & Subject Rankings	QS Stars	QS MBA	QS Institutional	THE Ranking	Maintained	IE
5.2 International Accreditation Status	BGA · QAA	+ACBSP self-study	+AACSB self-study	+ACBSP	+AACSB (candidate)	IE
5.3 Student Participation in International Dual Degrees	0%	5%	10%	15%	20%	Int'l Affairs
5.4 International Research Collaboration	25%	30%	35%	40%	45%	Director of Research

Pillar 6 — Community Engagement (5%)

KPI	2026	2027	2028	2029	2030	Owner
6.1 Academic Events with Student Participation (#)	10	12	15	18	20	Dean / Student Affairs
6.2 Events & Initiatives for the Community (#)	8	10	12	15	18	IEC / Community Engagement

Targets are initial planning values and will be refined each semester against actuals through the OBEF Command Centre (Chapter 14). The full KPI dictionary — with MoHESR formulas, data sources, evidence vault links, and scoring models — is maintained live in UniversitasAI.

APPENDIX F

Programme Descriptions

ADSM's academic portfolio comprises six degree programmes (one Bachelor, four Masters, one Doctorate), two new programmes planned for 2027, and an expanding non-degree offering (Entrepreneurship & Innovation Programme; Professional Short Courses & Workshops).

F.1 Master of Business Administration (MBA) — with Concentrations

ADSM's flagship programme. Concentrations are refreshed on a rolling basis to match labour-market demand: Digital Transformation & AI; Supply Chain Management; SME Management; FinTech & Digital Currencies; Global & Family Business; Sports & Event Management. The MBA is available in standard full-time, Online (Fall 2026), and Weekend Executive (Winter 2027) modes. The curriculum integrates AI-native management content, in-organisation projects, and industry certifications (HR Professional, PMP, EFQM, CMI) embedded where relevant.

F.2 Master of Science in Business Analytics (MSBA)

Specialised programme for managers seeking quantitative and AI-driven decision-making skills. Tracks in AI Management and Big Data Analytics. Accredited by DASCA. Includes applied capstone projects using UniversitasAI production data environments. Prepares graduates for analytics, digital-strategy, and AI-leadership roles in UAE industry and government.

F.3 Master of Science in Leadership and Organisational Development (MSLOD)

Targeted at mid-career professionals transitioning to senior-management and executive-leadership roles. Emphases on organisational behaviour, change management, HR strategy, leadership psychology, and the impact of AI on organisational design. Subject refresh scheduled Fall 2026 to incorporate AI-era leadership content, particularly around human–AI collaboration.

F.4 Master of Science in Quality and Business Excellence (MSQBE)

Specialised programme supporting Abu Dhabi's and the UAE's focus on operational excellence, ISO standards, and the Government Excellence Model (GEM 2.1). Graduates are equipped to lead quality assurance, process improvement, and business-excellence initiatives in private and public sector organisations. Subject refresh scheduled Fall 2026.

F.5 Bachelor of Science in Management (BScM)

Undergraduate programme with a Digital Technologies focus. Three new majors are being added (Fall 2026): specialisations aligned to UAE labour-market demand (including AI, Finance, Supply Chain, Digital Marketing, HR Leadership — subject to final CAA approvals). Curriculum integrates practical skills (micro-credentials), industry placements, and entrepreneurship exposure via the Innovation Hub. Delivery is primarily face-to-face at the downtown Abu Dhabi campus.

F.6 Doctor of Business Administration (DBA) — Launched Spring 2026

ADSM's highest-level programme. Industry-focused, targeting C-suite executives and senior managers tackling complex organisational challenges through applied research. The DBA is structured around the "Problem Lab" — an ADSM initiative isolating specific industrial pain points and assigning them to DBA candidates for applied research. Graduates earn a terminal doctoral qualification while producing research with direct commercial impact. CAA-approved and launched Spring 2026 (first cohort).

F.7 Entrepreneurship & Innovation Programme (New)

Non-degree offering delivered through the Entrepreneurship & Innovation Centre (housed in Block B from late 2026). Supports early-stage founders, student entrepreneurs, and SME leaders with structured incubation, mentorship, applied workshops, and investor-readiness coaching. Partnerships with HKUST-GZ (Innovation Nexus), RUYA Launchpad, and GRACIA (food supply chain) expand the programme's regional reach.

F.8 Professional Short Courses & Workshops (New)

Executive Education and Continuing Education short-form programming delivered by the Continuing Education unit and the Industry Engagement Centre. Industry-focused, fee-based, and responsive to ADCCI member-company demand. Includes industry certifications (HR Professional, PMP, EFQM, CMI), leadership intensives, AI-management executive modules, and bespoke client programmes. Revenue target: 20M AED by 2030 (see Chapter 12).

F.9 Future Programmes (Planned)

BBA in AI Entrepreneurship (Fall 2027). Undergraduate programme combining business fundamentals with AI-enabled entrepreneurship — targeting Emirati high-school graduates seeking to found AI-driven ventures. **PhD (Fall 2028).** Researchoriented doctoral programme for a small cohort seeking academic or applied-research careers. **MSc New 1–4 (Fall 2027 and Fall 2028).** Four additional Masters specialisations, selected based on industry demand and OBEF alignment — candidate topics include Fintech, Sustainability Management, Healthcare Management, and International Business.

ADSM Strategic Plan 2026–2030 · Version 7

April 2026 · Acting President: Dr. Marc Poulin

Abu Dhabi School of Management · Under the governance of the Abu Dhabi Chamber of Commerce & Industry

This is a living document. Subsequent revisions will be labelled v8, v9, … and approved by the Board of Trustees.