



# Research Strategy

## (2021 – 2025)

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## **1.0 ADSM Vision**

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

## **2.0 ADSM Mission**

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

## **3.0 ADSM Corporate Objectives**

- Achieve Self Sustainability
- Promote Scholarship and Perusal of Knowledge
- Contribute to Socio-economic Development
- Demonstrate Thought Leadership Promote Tolerance, Cultural Diversity, and Understanding

## **4.0 ADSM Strategic Goals**

- **Academic Goal:** Achieve academic excellence
- **Research Goal:** Foster research and scholarship aligned to local and national goals
- **Management Goal:** Implement good governance and sound management practices
- **Environment Goal:** Sustain a friendly environment in which individual potential can flourish
- **Community Goal:** Strengthen our community reputation and engagement

## **5.0 Research Strategic Objectives and Innovation**

The broad research goal pursued by ADSM in its 2017- 2020 strategic plan is to “foster research and scholarship”. ADSM is focused on fostering research and scholarship with the aim of increasing the

production of internationally recognized research, promoting intra-faculty and extra-campus scholarship between students and faculty. Our faculty embrace the creation of a community of scholarship as could be seen in the community of scholarship within ADSM, including all faculty and graduate students and the community of scholarship we are part of in the wider academic community. ADSM is committed to excellence in the production of relevant research and we look to our faculty and graduate students to participate collegially as a community of scholars to address meaningful areas of research. The research objectives set by ADSM in pursuance of this goal and the functional strategies devised are provided below:

### **Strategic Objective 1: Increase Research Output**

ADSM provides support to faculty research that have strong impact on peers and students through publishing books, case studies, peer-reviewed journal articles and conference paper presentations. It also promotes and enhances the quality of research that supports the school's mission through participation in international conferences, seminars, workshops and training. In addition, ADSM provides funds for organizing research seminars and symposia with a strong focus on technical know-how and innovation and promotes entrepreneurialism, scholarly inquiry, research, and UAE cultural heritage.

### **Strategic Objective 2: Increase Research Partnerships/ Collaborations**

ADSM aims to develop research funding and research cooperation with potential local and international academic institutions, government and industrial partners in order to disseminate knowledge to the UAE community and enhance community engagement. In line with this strategic objective, ADSM signs cooperative agreements (MoUs) related to both academic and research activities with other universities and research institutions that are of mutual interest and are expected to bring long-term benefits.

### **Strategic Objective 3: Increase ADSM's Research Capacity**

ADSM aspires to build the infrastructure necessary to enable faculty to innovate via various intellectual contributions while also instilling the same spirit in their students via active participation in faculty-led research activities. In order to increase the faculty research capacity, ADSM provides opportunity for

academic staff to participate in seminars and regional research symposiums and create incentives such as course release for faculty with outstanding research record, publication reward for publishing papers in Scopus-indexed journals, and applied research reward program for writing case studies and other applied research.

## 6.0 Key Initiatives and Functional Strategies

To help achieve its strategic objectives related to research, ADMS proposes a number of key initiatives and the related functional strategies (activities) to be implemented within each initiative. The table below matches the Strategic Objectives to the Key Initiatives within each objective, the Functional Strategies required to attain each functional initiative and hence the action or plan (including timelines) for achieving each functional strategy

### Key Initiatives for Objective 1:

- a. **To support and incentivize faculty members' research activities.** As ADSM embarked on a journey towards intensified research and innovation activities from a multifold approach, it aspires to build the infrastructure necessary to enable faculty to innovate via active participation in a variety of faculty-led research activities. As a result, this will increase the in-reach/outreach of applied research. Incentives and expectations of research are provided by the Dean. Workload planning specifically allocates time for research. Functional Strategies required to attain this functional initiative and hence the action plan (including timelines) for achieving the functional strategy are presented in Table 1.
- b. **To maintain and increase internal and external research funding.** ADSM tries to build a connection between students, faculty and business community that creates improved and innovative learning approaches in the field of business management and entrepreneurship. To achieve this goal, ADSM creates and expands funding opportunities for students and faculty through competitive internal and external research grants to support applied research and experiential learning. Functional Strategies required to attain this functional initiative and hence  

the action plan (including timelines) for achieving the functional strategy are presented in Table 1.

- c. **To cultivate the concept of research and implement in teaching.** ADSM tries to foster an environment conducive to interdisciplinary research and faculty-student collaboration. To achieve this goals ADSM promotes and enhances student engagement in research activities through applied research projects, capstone strategic management projects, and participation in research forums and seminars. Functional Strategies required to attain this functional initiative and hence the action plan (including timelines) for achieving the functional strategy are presented in Table 1.
- d. **Increase funds allocation by ADSM for research purposes.** ADSM strives to empower and encourage the culture of research excellence focusing on challenges of economic and social development of the United Arab Emirates. Additionally, tries to foster an environment conducive to interdisciplinary research and faculty-student collaboration. To achieve this goal, ADSM has designed a structured research support mechanism through the implementation of a number of research policies and incentives.

**Key Initiatives for Objective 2:**

- a. **To identify and address the challenges for business community and government.** As part of its mission, ADMS tries to support local and regional business community and government by graduating leaders and delivering training that provides knowledge and skills needed to key individuals and government entities. In order to achieve this goal, ADSM promotes scholarly and applied knowledge in order to advance management practices through research and active community engagement. Functional Strategies required to attain this functional initiative and hence the action plan (including timelines) for achieving the functional strategy are presented in Table 1.
- b. **To build collaborative partnerships to support research and life learning opportunities.** ADSM strives to nurture innovative leaders who create value and drive changes that contribute to the development of UAE economy and help improve the living conditions in the Abu Dhabi Emirate and the region. In order to achieve this goal, ADSM develops collaborative partnerships that support applied research and active community engagement. Functional Strategies required to attain this functional initiative and hence the action plan (including timelines) for achieving the functional strategy are presented in Table 1.

- c. **Continued support for graduate students to publish in scientific journals** ADSM supports student research by encouraging faculty to publish with students, and financially supporting their research. ADSM also promotes and enhances student engagement in research seminars to disseminate the outcomes of their applied research projects, capstone strategic management projects, and master thesis development. The goal is to create and support work-integrated learning opportunities and provide an integrated pathway for students to become creative, effective, and productive members of the community.

**Key Initiatives for Objective 3:**

- a. **To build and maintain a supportive environment that nurtures research capabilities.** ADSM fosters an environment conducive to interdisciplinary research and faculty-student collaboration. In addition, ADSM tries to increase availability of adequate technology, scientific labs, software, and databases to support faculty research. Thus, ADSM builds an infrastructure necessary to enable faculty to innovate via various intellectual contributions. Functional Strategies required to attain this functional initiative and hence the action plan (including timelines) for achieving the functional strategy are presented in Table 1.
- b. **Provide support for researchers, recruit and retain talent.** As part of its strategic goal to foster research and scholarship, ADSM seeks to recruit faculty active in research, and rewards faculty for outstanding research addressing the business community and government needs. ADSM develops and implements incentive programs to enhance faculty research productivity such as course release, publication reward and annual award for research excellence. Functional Strategies required to attain this functional initiative and hence the action plan (including timelines) for achieving the functional strategy are presented in Table 1.

**Table 1. Key Initiatives, Functional Strategies and Action Plan**

Strategic Objectives	Key Initiatives	Functional Strategies	Plans/Actions and Progress
1. Increase Research Output	1a. To support and incentivize faculty members' research activities.	<ul style="list-style-type: none"> <li>Promote an active research committee to focus on research opportunities and initiatives</li> <li>Encourage research excellence and publications with high impact factor</li> <li>Ensure that time spent on research is considered as faculty duties. Dean allocates research time in workload.</li> <li>Provide professional recognition for research excellence and productivity</li> </ul>	<ul style="list-style-type: none"> <li>Create and activate a research committee to support faculty research activities</li> </ul> <p>Timeline: February 2020</p> <ul style="list-style-type: none"> <li>Create policies to support research such as: Course release policy and Publication reward policy</li> </ul> <p>Timeline: 2020 onward</p> <ul style="list-style-type: none"> <li>Dean allocates time for research in faculty workload</li> <li>Include information for research time in research support policies and Faculty Manual</li> </ul> <p>Timeline: February 2020</p> <ul style="list-style-type: none"> <li>Annual Review. Criteria to be developed for review purposes.</li> </ul> <p>Responsibility: Research Committee</p> <p>Timeline: 2020 onward</p>
	1b. To maintain and increase external research funding.	<ul style="list-style-type: none"> <li>Internal funding opportunities for research</li> <li>Host research conferences and seminars</li> <li>Identify external research grants and funding opportunities</li> <li>Leverage existing academic partnerships to increase research funding</li> </ul>	<ul style="list-style-type: none"> <li>Create policies to reward publication, support conferences and training</li> <li>Prepare a calendar plan for conferences and seminars</li> <li>Develop of survey of existing research grant opportunities</li> <li>Revisit and enhance the research component of the existing MoUs</li> </ul>



Strategic Objectives	Key Initiatives	Functional Strategies	Plans/Actions and Progress
	1c. To cultivate the concept of research and implement in teaching.	<ul style="list-style-type: none"> <li>Promote opportunities for senior faculty to mentor the junior faculty in their research and how to cultivate research concept into teaching</li> <li>Organize forums, seminars and workshops in relevant research areas</li> </ul>	<ul style="list-style-type: none"> <li>Introduce mentoring program for junior faculty</li> <li>Train junior faculty on how to use research concept in their teaching.</li> <li>Create and implement a calendar of research-related workshops</li> </ul> Timeline: August, 2020
	1d. Increase funds allocation by ADSM for research purposes	<ul style="list-style-type: none"> <li>Provide Seed Funding for research ideas</li> </ul>	<ul style="list-style-type: none"> <li>Provide on-going "seed" funding to researchers for collaborative and interdisciplinary initiatives.</li> <li>Develop a policy for research incentive funding.</li> </ul> Responsibility: Research Office Timeline: 2020 onward
2. Increase Research Partnerships/ Collaborations	2a. To identify and address the challenges for business community and government	<ul style="list-style-type: none"> <li>Increase research for the local community</li> <li>Organize training workshops to meet the industry needs</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with researchers in the regional industry</li> <li>Create and implement a calendar of research-related trainings</li> </ul>
	2b. To build collaborative partnerships to support research and life learning opportunities	<ul style="list-style-type: none"> <li>Develop institutional research partnerships to increase research output</li> <li>Identify research opportunities and promote research collaboration with Government and Private sector</li> </ul>	<ul style="list-style-type: none"> <li>Sign MoUs with HE institutions, government and industry partners</li> <li>Identify and develop joint projects and initiatives with government and private sector</li> </ul>
	2c. Continued support for graduate students to publish in scientific journals	<ul style="list-style-type: none"> <li>Encourage students to publish within the context of their courses</li> <li>Students' expression of satisfaction during their research seminar for personal support received.</li> </ul>	<ul style="list-style-type: none"> <li>Faculty to publish papers with students</li> <li>Students present at seminars</li> <li>Sample Data to be provided on annual base.</li> </ul> Responsibility: Dean's Office, Director (Research). Timeline: 2020 onward

Strategic Objectives	Key Initiatives	Functional Strategies	Plans/Actions and Progress
3. Increase ADSM's Research Capacity	3a. To build and maintain a supportive environment that nurtures research capabilities	<ul style="list-style-type: none"> <li>• Provide opportunities for academic staff to attend seminars and regional research symposia</li> <li>• Increase scholarly activities by encouraging staff to participate in professional development courses</li> <li>• Support researchers' development in their professional and scholarly practice</li> <li>• Continued support to graduate students in the provision of Research Seminar</li> </ul>	<ul style="list-style-type: none"> <li>• Allocate appropriate budget for seminars and regional research symposia participation</li> <li>• Create and implement a plan for faculty professional development activities</li> <li>• Provide funds to purchase software and databases to assist faculty research activities</li> <li>• Assign a research paper to graduate students to be presented in research seminars</li> </ul>
	3b. Provide support for researchers, recruit and retain talent	<ul style="list-style-type: none"> <li>• Recruit outstanding faculty with solid teaching credentials, commitment to service and demonstrated outstanding potential or achievement in research</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement a recruitment plan to hire faculty with excellent credential in teaching, research and services</li> </ul> <p>Timeline: 2020 onward</p>

**Key performance indications (KPI) for each strategic objective and related key initiatives within each objective are presented in Appendix 2.**

## 7.0 Financial Plan / Risk Analysis

ADSM's research budget for the next five years will grow from 2,701,149 AED in 2021 to 4,464,460 AED in 2025. This budget is distributed to support the research strategic objectives and related initiatives as follows:

- 44% will be used to support the Strategic Objective 1;
- 16% will be used to support the Strategic Objective 2;
- 40% will be used to support the Strategic Objective 3;

The five-year projection for ADSM research budget are done based on the estimated number of new Master degree programs the ADSM expects to launch in 2021 and the additional number of full time faculty needed to support the delivery of these programs, and the growth of the current programs.

The resource allocation to different strategic goals is based on the relative contribution of each strategic objective to the ADSM mission, and the expected amount of financial resources needed to achieve the outcomes of these objectives. The main risk factors are the deteriorating economic conditions, saturated market for educational services, lack of industry support, high local and international competition. Appendix 1 provides the planned budget allocated to each initiative that will support ADSM's strategic objectives for the next 5 years.

### Appendix 1: Research Budget Allocation for 5 years (2021 – 2025)

Strategic Objectives	Initiatives/Priorities	Financial strategies	Actual	Estimated				
			2020	2021	2022	2023	2024	2025
<b>Increase Research Outputs</b>	To support and incentivize faculty members' research activities	Allocate appropriate recourses to guarantee the research excellent through appropriate incentives	61,390	81,853	94,131	110,502	130,965	135,287
	To maintain and increase external research funds	Provide sufficient financial resources to support innovative teaching and learning techniques	306,949	409,265	470,655	552,508	654,824	676,433
	To cultivate the concept of research and implement in teaching.	Optimize the needed resources to implement the research outputs in teaching and learning	147,335	196,447	225,914	265,204	314,316	324,688
	Increase funds allocation by ADSM for research purposes	Provide sufficient financial resources to increase the outcomes of the research activities	368,339	491,118	564,786	663,009	785,789	811,720
<b>Increase Research Partnerships/ Collaborations</b>	To identify and address the challenges for business community and government	Allocate appropriate resources to investigate market needs and challenges	122,780	163,706	188,262	221,003	261,930	270,573
	To build collaborative partnerships to support research and life learning opportunities	Allocate sufficient budget to develop and implement collaborative initiatives	73,668	98,224	112,957	132,602	157,158	162,344
	Continued support to graduate students in the provision of their Research Seminar.	Allocate sufficient budget to support graduate students in the provision of research seminars	122,780	163,706	188,262	221,003	261,930	270,573

Strategic Objectives	Initiatives/Priorities	Financial strategies	Actual	Estimated				
			2020	2021	2022	2023	2024	2025
Increase ADSM's Research Capacity	To build and maintain a supportive environment that nurtures research capabilities	Allocate appropriate resources to support faculty participation in seminars and regional research symposia	736,677	982,236	1,129,572	1,326,019	1,571,578	1,623,440
	Provide support for researchers, recruit and retain talent	Allocate sufficient budget to recruit and retain faculty with excellent credential in teaching, research and services	85,946	114,594	131,783	154,702	183,351	189,401
<b>TOTAL</b>			<b>2,025,862</b>	<b>2,701,149</b>	<b>3,106,322</b>	<b>3,646,552</b>	<b>4,321,839</b>	<b>4,464,460</b>

## Appendix 2: Key Performance Indicators

#	KPI name	KPI Description	Target group	Ratio	Target Threshold
SO 1	Number of publications in PRJs				
1.1	a) Number of publications in Scopus	Number of articles published in Scopus-index journals	Faculty	Number of papers in Scopus per year	≥30
	b) Number of publications in other high impact factor journals (Web of Science)	Number of publications published in high impact factor journals	Faculty	Number of papers in other high impact factor journals per year	≥6
1.2	Amount of internal and external research funding				
	a) Internal research funding	Number of research proposals funded (internal research grants)	Faculty	Amount of funds	≤120,000 AED
	b) External research funding	Number of research proposals funded (externally awarded research grants)	Faculty	Amount of funds	≤1,000,000 AED
1.3	a) Number of lectures, seminars, symposia, conferences hosted	Number of lectures, seminars, symposia, conferences hosted by ADSM	Faculty and Professional staff	Number of seminars, symposia, and conferences per academic year	≥5
	b) Number of lectures, seminars, symposia, conferences hosted	Number of lectures, seminars, symposia, conferences organized by ADSM	Faculty and Professional staff	Number of seminars, symposia, and conferences per academic year	≥5
SO2					
2.1	Number of training forums and business seminars	Number of training forums/seminars per year	Faculty and company managers	Number of forums/seminars per academic year / Total number of targeted training	≥3
2.2	Number of collaborative agreements	Number of signed partnership (MoUs) with HEs/industry	Faculty and students	Number of signed MOUs per year	≥3
2.3	Number of student papers	Number of student papers published in Scopus	Faculty and students	Number of student papers per year	≥10

#	KPI name	KPI Description	Target group	Ratio	Target Threshold
SO3	Amount of funds spent on scientific conference				
3.1	a) Amount of funds spent on scientific conference support	Internal budget (amount) utilized for conference support	Faculty	Total spending for conference support per year	≥135,000 AED
	b) Amount of funds spent on software and databases	Internal budget (amount) utilized for software and databases	Faculty	Total amount of spending for databases support per year	≥30,000 AED
3.2	a) Amount of funds spent on Scopus publication reward	Internal budget (amount) utilized for publication rewards	Faculty	Total number of publication rewards per year	≥25,000 AED
	b) Number of new faculty appointed	Number of new faculty with strong research credential appointed	Faculty	Total number of faculty appointed per year	≥4