



Executive Summary

Renewal of Institutional Licensure University of Fujairah Al Fujairah

21-24 March 2022

An External Review Team (ERT) visited the University of Fujairah (UOF) from 21-24 March 2022 to evaluate the Application (*Self-Studies*) for Renewal of Institutional Licensure (RIL). The findings of the ERT reflect its observations at the time of the review and relate to the *Standards for Licensure and Accreditation 2019* (hereafter referred to as the *Standards*) and the *Procedural Manual for Renewal of Institutional Licensure 2019 (PM-RIL)*. The exit interview was held on 24 March 2022.

The University of Fujairah (UOF) was established as Fujairah College (FC), and received its institutional license on April 1, 2006, from the CAA. In 2016, UOF began offering Bachelor's degree programs in three major areas in Business Administration and two major areas in Information Technology. Currently, FC has five colleges: Business Administration (CBA); Information Technology (CIT); Communication (CC); Arts, Social Sciences, and Humanities (CASSH); and Health Sciences (CHS). The University offers five undergraduate programs at the bachelor's level, two Associate of Arts programs, and one Diploma program. The Spring 2022 academic year enrollment for UOF is 426, of which 52% are females. The total number of full-time faculty members in UOF is 21, with a student to full time faculty ratio of 20:1.

UOF is in Fujairah City and operates in two buildings. In addition, two of UOF's colleges, Health Sciences and Information Technology, occupy three floors in the Fujairah Charity's Mina Building. UOF is relocating the library to Fujairah Charity's Fujairah Digital Library Building.

Through its consideration of UOF's *Self-Study* of the renewal of institution licensure, examination of other documents, and interactions with administrators, faculty, students, alumni, and others, the ERT identified several matters UOF must address to fully comply with the 2019 *Standards*. The main issues of concern include the following:

- **Governance:** UOF's Board of Trustees via its Executive Council is in violation of Annex 2 of the *Standards*, which requires that an institution's governing body not be involved in management decisions or the day-to-day operation of the institution. In addition, several leadership positions are either unfilled or filled by individuals whose role is "Acting". For most of these positions, no active recruitment plan or process is apparent. In some cases, an individual is occupying multiple leadership positions and



has insufficient time to fully carry out the diverse responsibilities of these multiple, high-level roles.

- **Policies and Procedures:** Some policies (*e.g.*, conditional admittance, faculty workload) do not comply with the *Standards*. Other policies (*e.g.*, degree completion requirements, faculty workload, and faculty records) are not enforced.
- **Quality Assurance:** The QA-IRA has neither adequate staff nor adequate technological resources to perform its stated functions. UOF did not provide evidence of the assessment of the effectiveness of several aspects of UOF or of the development and monitoring of improvement plans.
- **Research:** UOF's progress toward meeting its research KPIs could not be determined because the head for research resigned recently and left the University. A full accounting of discrepancies in the research budget and a detailed record of expenditures was not provided.
- **Facilities:** Several facilities are not accessible by persons of determination. The facilities lack appropriate signage and, in particular, information for emergency contacts is not available in classrooms, offices, labs, and library areas.

The ERT makes its requirements in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to aid UOF in its desired objective to renew the license the institution.