CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE

United Arab Emirates University

Standard Models

in the Distinguished Department Category

Criterion 1: Leadership:

1/1/1 The department leaders contribute to the preparation and drafting the university vision, mission and goals through attending the strategy retreat in 2013. Operational action plans had been set to carry out the departments' initiatives within university strategy by adopting the university methodology in formulating, implementing, monitoring and developing the strategic plan. Leaders participated in several workshops and lectures about topics related to excellence and strategic planning such as the workshop of management change and strategic thinking. The average number of workshops attended by heads of departments was 10 since 2013.

Criterion 2: Strategy:

2/2 Deploying, Implementing and Following up the supporting strategy and policy of the authority:

2/2/4 The department implement the methodology of deploying and disseminating the strategic plan through: 1. Involve the employees in workshops conducted to explain and introduce the strategic plan since 2014. 2. Present the strategy, through regular meetings, to employees and customers. 3. Involve a number of employees as coordinators with the strategic planning department. 4. Disseminate the strategic plan inside the administration building by using different means. 5. As for explaining and disseminating the strategic plan to the external customers, the department conducted several meetings with external customers and official correspondence.

Criterion 3: Human Resources:

3/1 Planning and Management of Human Resources:

(3/1/1) To specify future needs, the management adopted the university's methodology to identify its needs on an annual basis based on the objectives and initiatives of the strategic plan and budget. This is linked to employee performance regarding promotions, expectations and career paths. Vacant posts are identified and sent to the Department of Human Resources in January of each year for approval (attached).

(3/1/2) In terms of staff section and recruitment, the administration determines the tasks, responsibilities and the conditions required of applicants (*) and submits them to the Department of Human Resources who receive applications. Then, the administration conducts interviews with the candidates. The interviews committee returns the list of successful applicants to the Human Resources Committee for approval.

Criterion 4: Partnerships and Resources:

4/2 Managing Financial Resources:

4/2/1 The department developed and implemented a financial strategic plan for the year 2013 that stemmed from the University strategic plan. The financial strategic plan initiatives focused on managing the financial resources and financial reports. Additionally, the department assigned the required financial resources to achieve each objective through conducting feasibility studies of university's projects, understanding the financial reflections and analyzing alternatives.

The financial strategic plan (2014) has been revised and improved based on the results of the financial strategic plan at the end of 2013.

Criterion 5: Operations and services:

5/1 Designing and Managing Operations to Achieve the Optimal Value for those Involved:

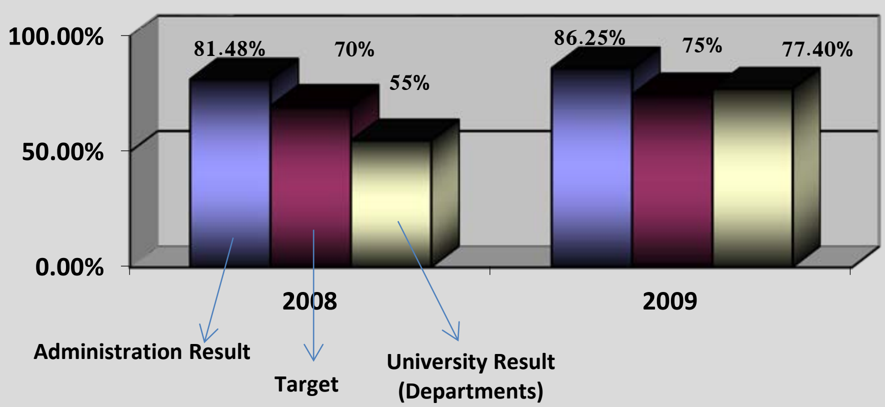
5/1/1 The department keen to implement the methodology of managing operations. By the mechanisms of this methodology, the primary and secondary operations have been determined and the interrelations/integrations among operations across departments have been identified. Furthermore, the department defined and documented the supporting activities, procedures, responsibilities related to each operation in the procedure manual created in 2013 and it will be revised on a regular basis in 2014. For each procedure, the manual comprised all the documented processes, responsibilities, KPIs, templates, operation codes, inputs, outputs, previous and subsequent procedures. All overlapped and duplicated procedures or activities were removed.

Criterion 6: Customer and Service Results:

6/1 Customer Opinion Measures:

According to the University's strategic plan and customer satisfaction related mechanisms and methodologies, the department distributed satisfaction questionnaires to its customers. The chart below shows the percentage of the department's customer satisfaction level for the years 2008 and 2009 and the results was higher than the average of overall customers' satisfaction level in University departments.

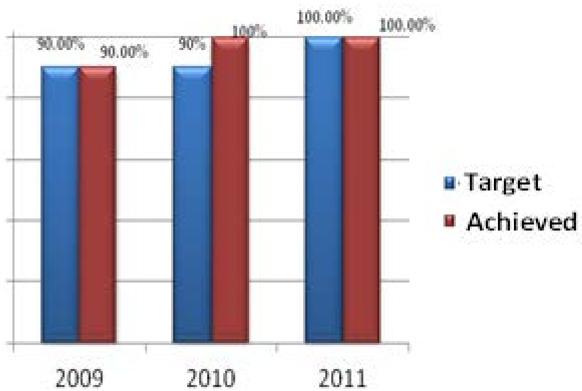
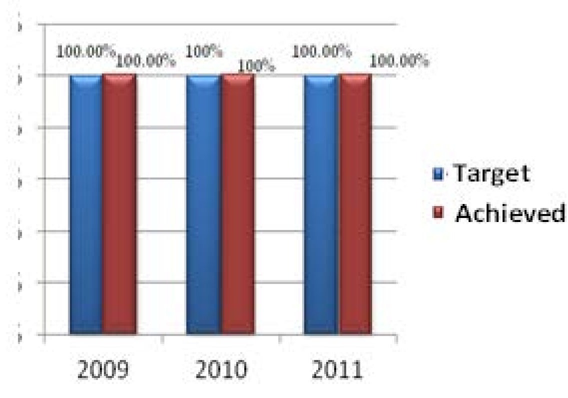
Figure (6-1): Overall Satisfaction of Administration's Customers



Criterion 7: Human Resources Results:

Human Resources Performance Indicators:

The percentage of Emiratization (**Tawteen**) based on job categories.

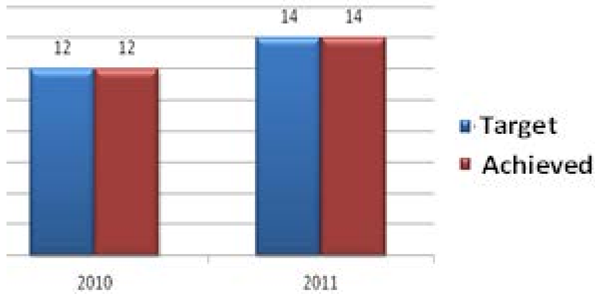
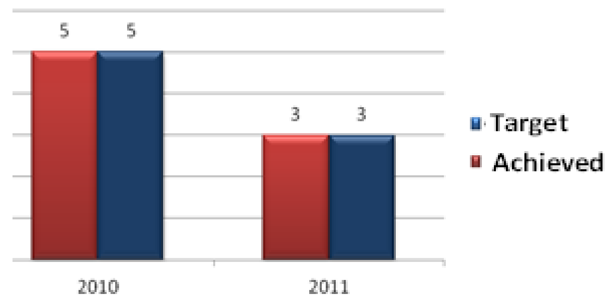
Figure 1: Specialist Category.	Figure 2: Leadership, supervisory and executive categories.
	

According to the above column chart, the department increased the percentage of Emiratization in different job categories to 100% in 2010 compared to the Emiratization rate of 2009. This was a result of recruiting new employees during 2010-2011. The department maintained this percentage in 2011 by following the University Tawteen plan.

It's worth mentioning that the turnover rate reached 0% in 2009. The department reached this low turnover rate mainly due to its efficient work methods and practices.

Criterion 8: Partnership, Society and Environment Results:

1/8 Performance Indicators related to Partnership, Society and Environment:

<table>
<tr><td>Figure 1: The number of employees participated in community initiatives.</td><td>Figure 2: The number of community initiatives carried out by the department.</td></tr>
<tr><td>
</td><td>
</td></tr>
<tr><td colspan="2">The department has encouraged its employees to take part in community initiatives through implementing the methodology of community initiatives and launching its own community initiatives. The department is working on measuring the community satisfaction level about conducted initiatives in 2011 in-order to get the feedback and to improve the initiatives.</td></tr>
</table>

Criterion 9: Main Performance Results:

9/1 Strategic Output Performance:

The department sticks to its budget by following a well-thought-out action plan and estimating the expenses regularly. The department developed standards for measuring management system to ensure effective implementation of operations and resources consumption according to the best practices and it participate in developing key performance indicators.

Figure 1: Commitment to budget ratio.	
As a result of implementing the university budget and performance indicators in 2013 and in which the process of preparing the budget has been adjusted and linked to the planned projects. In 2014, the university applied the zero-based budgeting system through which the budget was distributed over the initiatives and activities within the strategy. There are classifications for this indicator by budget items, regulatory units, strategic goals and initiatives.