



Institutional Excellence Manual
Chancellor's Award for Institutional Excellence
3rd Cycle 2019

Award Criteria:

College/ Department/ Research Center

UAEU

جامعة الإمارات العربية المتحدة
United Arab Emirates University





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Institutional Excellence Manual

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First Pillar
Vision Achievement

The First Main Criterion: the university plan 2017/ 2021

This main criterion focuses on the extent to which the College or Department or Research Center fulfills its role in achieving the goals and objectives of the University Plan 2017/2021 through planning and coordination with the concerned authorities. This criterion also focuses on the extent to which the College or Department or Research Center will monitor its performance and evaluate the outcomes of the University Plan (2017/2021) indicators to monitor, understand, identify, predict and improve the outcomes of institutional performance.

1-1 Planning and following up the implementation of the University Plan 2017/2021

(A) Capacities for planning and following up of the University plan (2017/2021) Implementation

This criterion may include the following points:

- Identifying the University Plan 2017/2021 indicators comprehensively, including the scope of measuring indicators, measurement mechanisms and data sources, periodic targets, and appropriate benchmarking.
- Identifying all relevant parties affiliated with the achievement of the indicators of the UAEU 2017/2021 Plan and ensuring coordination and effective participation with these parties in all stages of planning and implementation to accomplish the University Plan 2017/2021.
- Identifying and implementing the projects, initiatives, programs and policies required to achieve the indicators of the University Plan 2017/2021 and focusing on innovation in order to achieve efficiency, effectiveness and sustainability of the outcomes in addition to coordination with the contributors in the implementation of joint work to raise awareness and engage the UAE community in accomplishing the University Plan 2017/2021, which results into the promotion of positive environment and the realization of happiness and well-being. Mechanisms for implementation could include those dynamics launched to accelerate the achievement of periodic results integral to related projects, initiatives, programs and policies according to their specific scope.
- Maintaining the periodic review of the projects, initiatives, programs and indicators of the University Plan 2017/2021 and related policies to ensure their suitability, timeliness and effectiveness and identifying the parties responsible for the preparation, review and updating of the process.
- Submitting the results and statistics of the indicators of the university plan 2017/2021 and the results of the completion of projects, initiatives and programs of the university plan 2017/2021 to the concerned authorities and international entities at specified times, while ensuring their comprehensiveness and accuracy.

(B) Evaluation of achievements and outcomes of the planning and following-up of the implementation of the University Plan 2017/2021.

Depending on the nature of the work, objectives and activities of the colleges/ departments / research centers, this criterion may include the following results:

(B) 1- Performance indicators

- Results of the university plan 2017/2021 indicators are related to the work of the college/ department / research center. These preceding results could be basically coordinated by the college/ department / research center. At least the college/ department / research center partly contributed to the achievement of these results including the outcomes of the sub-indicators and its subsidiaries.
- Results of the implementation of the initiatives, policies and programs of the university plan 2017/2021 on the level of the college/ department / research center.
- Results of evaluating the effectiveness of policies integral to the University Plan 2017/2021, including their impact on the happiness of society and the quality of life.
- Results of the participation of colleges/ departments / research centers in the implementation of joint projects, initiatives, programs and shared policies.

(B) 2- Measurements of the opinion of the contributors in the field of the university plan 2017/2021:

These measurements may include (overall impression, commitment to the terms and conditions of partnership, the extent of benefits derived from partnership, assessment of channels of communication, cooperation in providing and sharing information, transparency in treatment).

This main criterion focuses on the application of the organizational unit of its strategic plan and the design and implementation of innovative organizational and regulatory projects, initiatives, programs, policies and processes through its operational plan in line with its functions under the Foundation Law taking into account the achievement of the strategic objectives of the University efficiently and effectively based on the nature of the work of the college/ department / research center and in the context of the impact of its work on the economic, social and environmental sustainability. This criterion also concentrates on assessing the results of the strategic performance indicators and their performance outcomes within the operational indicators rooted in related policies, projects, initiatives, programs as well as regulatory and supervisory processes to monitor, understand, identify, predict and improve the results of institutional performance.

(A) Capacities of implementing and following-up the strategy performance

- Preparing, reviewing and updating the strategy of the college/ department / research center regularly to ascertain the suitability and compatibility of the tasks included in the functions and competencies and their effectiveness on identifying the concerned parties with regard to performance, review and update.
- Implementing a mechanism to develop policies which support the achievement of the strategic plan based on approved standards and ensuring the compatibility of all legislation, policies, projects, initiatives, programs and plans issued by the university pertaining to strategic objectives and follow-up implementation.
- Coordinating with strategic partners, colleges / departments / research centers to define roles and responsibilities, and the extent of each party's contributions besides the integration of the roles of all parties in the common strategic objectives to avoid overlap and duplication. This process includes coordination in the design, implementation and assessment of joint projects, initiatives, programs, policies and strategic performance indicators.
- Implementing a framework for the performance management system in the college / department / research center and specifying the responsibilities and authorities to be applied at all stages and the alignment of the university plan 2017/2021 indicators to the strategic, competitive and operational processes at all levels within the university. (From the level of strategic objectives of the College / Department / Research Center to the level of projects, initiatives, programs, services and key processes, down to the individual level).



- Monitoring the performance of the college / department / research center in achieving the indicators and applying the use of the reports of the institutional performance management system and relying on the performance results and reports in the periodic review of the strategy and its supporting policies besides related projects, initiatives, programs, processes and services as well as the decision-making process embraced by stakeholders at all administrative levels and updating these decisions based on performance results
- Implementing an internal audit dynamic on the validity and credibility of the performance results and on the integrity and accuracy of the mechanisms of collecting performance data and ensuring the sources of data and methods of calculating the indicators.
- Providing the results and statistics of the indicators to the concerned parties in accordance with the agreed requirements and at specified times.

(B) Evaluation of achievements and results for the implementation and follow-up of the strategy performance:

Depending on the nature of the work, objectives and activities of the organizational unit, this criterion may include the following:

(B) 1 -Performance indicators

- Results of strategic indicators and competitiveness indicators (except university plan indicators 2017/2021 defined in criterion 1.1) that are defined based on the University's core functions and strategic objectives.
- Results of evaluating the effectiveness of policies affiliated with the strategic objectives.
- Results of internal and external audit of performance indicators.

(B) 2 -Partners' measurements of opinion in the field of strategic planning

- These measurements may include (overall impression, commitment to the terms and conditions of partnership, the extent of benefits derived from partnership, assessment of channels of communication, cooperation in providing and sharing information, transparency in treatment).

2.2 Management and application of policies / projects / initiatives / programs (operational plans)

(A) Capacities of the management and implementation of policies / projects / initiatives / programs.

This criterion may include the following points:

- Defining the objectives and scope of the project / initiative / program and expected outputs and identifying the extent of their compatibility with the university strategy and their potential to achieve happiness and positive conduct in the community in areas related to the mission of the university.



- Preparing a work plan for the project / initiative / program management including the planning, implementation, evaluation and reviewing stages and the mechanism of selecting the project team members besides defining their tasks, responsibilities and competencies.
- Managing the change process and identifying the parties impacted by the project / initiative / program and analyzing how they are affected to ensure that the planned objectives are achieved.
- Solutions or alternatives which were studied and compared to the project / initiative / program besides the adoption and implementation of the new, innovative approach to accelerate the achievement of results and verify their effectiveness through practical experience in order to apply them on a comprehensive scale.
- Financial planning of the project / initiative / experience and analyzing the benefits and costs in order to achieve efficiency and effectiveness in implementation
- Managing and analyzing the challenges and risks affiliated with the implementation of the project / initiative / program and the development of appropriate mechanisms to overcome them and highlighting the reasons for their adoption or exclusion.

B) Assessing the achievements and results of the project / initiatives / programs management and implementation.

Depending on the nature of the work, objectives and activities of the college / department / research center, this criterion may include the following results:

- Achievements and tangible results accomplished by the project / initiative / program and related material and non-material implications.
- The extent to which the results and achievements of the project / initiative / program contributed to the accomplishment of the strategic objectives of the university / contributors.
- The extent of commitment to the implementation of the project / initiative / program time-frame within the contours of the approved budget.
- Results related to risk and its impact.

This main criterion focuses on how the university designs, manages and develops related services and processes in an innovative manner to delight clients and businesses (G2C& G2B) to provide services to other government entities (G2G) directly or indirectly (in order to provide them with added value in accordance the standards and manuals of programs implemented in the government) and delight clients and businesses. This criterion also focuses on evaluating the performance indicators of the services provided to individual and business clients in order to monitor, understand, predict and improve the institutional performance outcomes.

- Establishing partnerships in services delivery in the light of institutional and strategic needs, complementing their potential and invigorating their strengths in the provision of common services (including outsourcing and contracting with the private sector) and adopting innovative policies and procedures to manage their relationship and assessing / measuring the impact of these partnerships on client happiness and the well-being of society.



- Coordinating with relevant partners and stakeholders in the provision of common services and defining the roles and responsibilities of the concerned parties as well as ensuring non-overlapping and non-duplication.
- Cooperating with the concerned partners and stakeholders in providing common services to develop innovative mechanisms and channels to provide common services and simplifying these procedures in order to enhance the client happiness experience, in order to promote the image of the administrative body as a single entity integrated and consistent.
- Establishing and implementing a series of agreements to ensure the scope and level of services to be provided to delight the clients.

(C) Assessing the achievements and results of the design and management of service delivery processes:

Depending on the nature of the work, objectives and activities of the organizational unit, this criterion may include the following:

(C) 1-Service performance indicators.

- Indicators of service availability.
- Productivity (such as the size of transactions completed within a specific unit of time vis-a-vis objectives).
- Service delivery effectiveness (the extent to which a certain service achieves its objectives).
- Efficient delivery of services (such as the reduction in service cost, the increase in output ratio while maintaining the same inputs).
- Indicators of delivery of services (such as the duration of the service, the waiting period in providing the service within customers centers, and the number of steps required to complete the service).
- Time required to provide services (such as the percentage of services delivered within a specified time)
- Quality results in the delivery of services (such as the percentage of customer complaints resolved within a specified time, the rate of reduction of customer feedback, and the rate of errors in transactions / service).
- Results related to partners and agreements integral to the provision of services (such as compliance with service standards according to service level agreements).
- Results of the development of tangible and intangible services (such as the improvement rate in a developed service, the results of practical experiences on the service).

These measurements reflect the opinion and impressions of the clients and beneficiaries impacted by the services of the university (college, department, research center) either directly or indirectly (through surveys and opinion surveys, discussion groups, observations and suggestions, letters of thanks and the like). Depending on the nature of the work of the college / department / research center, these measurements can include:

- These opinion measurements reflect the views and impressions of the partners on the level of cooperation and partnership with the college / department / research center in providing common services and adherence to the terms and conditions of partnership and how to benefit from them and the effectiveness of cooperation and the ease of providing and exchanging information in addition to transparency in the treatment and the evaluation of the communication channels directly or indirectly (Through questionnaires and opinion surveys, discussion groups, notes, proposals, letters of thanks and the like).

- The clients' happiness results.



Second Pillar
Innovation

Future Shaping (eye icon)

Innovation Management (clock icon)

Innovation 20%

University Plan 2017/2021 (document icon)

Main Functions (gears icon)

Seven Stars Services (stars icon)

Vision Achievement 60%

Human Capital (group of people icon)

Enablers 20%

CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE
United Arab Emirates University

The Fourth Main Criterion: Future Shaping

The Fifth Main Criterion: Innovation Management



Fourth Main criterion: Future Shaping

This main criterion focuses on the development of the college / department / research center of its capabilities in the field of future thinking through the promotion of intellectual capital and the continuous renewal of progress towards global leadership and the ability to respond to variables using various outlook tools in order to be able to analyze and study the global, future trends and cope with them and build readiness for future expectations. This main criterion also aims to predict expected/ unexpected consequences through the renewal of work methods in line with the progress in the achievements of colleges / departments / research centers beyond the limits of their current potentialities and capabilities. This criterion also concentrates on the efforts of the college / department / Research Center to understand future variables and capture opportunities while ensuring the strategic and practical flexibility that will impact their operations, services and policies in achieving the happiness of stakeholders and the community. Moreover, this criterion focuses on the accomplishments of pioneering results in this area.

4-1 Future thinking

(A) Future thinking capacities

This criterion may include the following points:

- The extent to which the college / department / research center uses quantitative and qualitative methods to predict the nature and importance of future developments (social, economic, technological, environmental, etc.), and analyze the impact of these future developments on the areas related to the work of the college/ department / research center and select the best alternatives based on the strength of the advantages of these trends and achieve an ample use of them in the service of realizing the university objectives.
- The organization of continuous technical training and awareness workshops to build culture in the field of future shaping and apply these tools to the areas connected with the college/ department / research center work.
- Developing new tools to explore the future that enhance the work of the college/ department / research center and promote the status of the university.
- Providing and updating the huge data required for future analysis and strategic outlook.
- The depth of future shaping and future thinking in the development of the strategies, initiatives and proactive policies based on correct readings of future directions in a way that puts the government at a global level.
- Development of future studies for colleges / departments / research centers or joint studies between colleges / departments / research centers.

(B) Assessing the achievements and outcomes of future thinking

Depending on the nature, objectives and activities of the colleges / departments / research centers, this criterion may include the following:

- Results of awareness and education in the field of future shaping (such as the number of awareness and training workshops held for staff/employees at the college / department / research center).
- Results of the future shaping process tools and instruments that have been used in training.
- Assessing the quality of future studies on which strategies, policies and initiatives have been developed.
- Verification of readiness and assessing the results of pilot projects held within the college / department / research center and / or between the college / department / research center.
- Results of initiatives and projects developed and derived from analysis of future global trends.
- Results of institutional changes and developments based on the application of future shaping tools.
- Results of research and studies conducted and published by the college / department / research center in the field of exploring the future scope of the university work.
- Results obtained from capturing opportunities as a result of the speed and flexibility of the college / department / research center in making future decisions.
- Qualitative results obtained from future shaping ideas / initiatives.
- Results that enabled the college / department / Research Center to achieve leadership as a result of adopting future shaping initiatives.

This main criterion focuses on the importance of the role of the college / department / research center in providing solutions and radical innovations by setting clear objectives for innovation in its field and investing in research and practical experience within its fields of work. This main criterion also aims to produce knowledge and build a positive culture and work environment that supports innovation and continuous development through the application of systems and mechanisms that enhance the participation of stakeholders, governmental and non-governmental entities and the private sector. Likewise, this main criterion aims to implement innovation efforts to carry out the work and functions of the Colleges / Departments / Research Centers and their technical processes in innovative ways and provide new /innovative services to achieve quality value for the interest of all concerned parties. Furthermore, this criterion concentrates on the achievement of pilot results in this area.

(A) Capacities of developing and implementing the innovation management systems

- Developing and implementing innovation management systems that include research and practical experience and utilizing clear criteria to prioritize opportunities for improvement and development that require innovative solutions and choice of viable solutions in line with the university / Government's innovation strategy and contribute to the university's strategy and the University Plan 2017/2021 and achieve added value to delight all concerned parties.
- Ensuring the optimal use of knowledge and information to capture potential opportunities for radical innovations and promote research, practical experience and knowledge production in the nature of the work of the College / Department / Research Center.
- Providing suitable work environment and appropriate channels and tools that stimulate human resources, clients and stakeholders to participate in the innovation activities associated with the work of the college / department / research center and in accordance with the standards and work manuals of the innovation programs at the university / government.
- Constructing a network of effective partnerships with universities / academic institutions, scientific research centers and stakeholders in the public and private sector to support the process of innovation and ensure the engagement of all parties and the benefits they obtained from the potential and resources available for innovation and investment in research and practical experience.
- Developing and implementing HR capacity building programs to enable them to contribute effectively to innovation activities.

Depending on the nature of the work, objectives and activities of the organizational unit, this criterion may include the following:

- Material and non-material results achieved in the College / Department/ Research Center as a result of the application of innovations in its field of innovative strategies, processes and services (including useful ideas / innovative ideas applied by employees, clients and partners).
- Result of innovative projects / initiatives / programs implemented with partners from government and private institutions.
- Results of leading and innovative business models and applications that have been developed and implemented.
- Innovations that have patents or intellectual property rights.
- Innovation readiness results at the College / Department / Research Center (such as Innovation Culture, Leadership Support for Innovation, Innovation Workshops and Events organized by the College / Department / Research Center).



Third Pillar
Enablers

CHANCELLOR'S AWARD FOR INSTITUTIONAL EXCELLENCE
United Arab Emirates University

Innovation 20%

Future Shaping

Innovation Management

Enablers 20%

Human Capital

Vision Achievement 60%

University Plan 2017/2021

Main Functions

Seven Stars Services

The Sixth Main Criterion: Human Capital



The Sixth Main Criterion: Human Capital

This main criterion focuses on investing in human capital (Human Sources in Organizational Units), sustaining it, raising its efficiency and productivity, and promoting the creation of a happy, positive and innovative work environment through the development of policies and plans to achieve the objectives of the joint goals of the employees, colleges / departments / research centers and the provision of services to staff/employees in addition to the improvement of their quality of life in accordance with the laws and regulations of human resources and complementary systems and evidence. This criterion also includes estimating, rewarding, motivating, enabling, and empowering the employees' innovative potentialities with a focus on attracting and maintaining national and specialized competencies and achieving gender balance. This criterion also concentrates on the achievement of pioneering results in this area.

6.1 Designing and implementing human capital plans, policies and processes

(A) Capacities of to designing and implementing human capital plans, policies and processes:

This criterion may include the following points:

- Identifying the skills, behavioral competencies and human resource capabilities required to achieve the strategic initiatives of the college/ department / research center in accordance with the organizational structure and the general framework of operations and the development of the plans required to provide them.
- Developing and implementing different policies, plans, initiatives, programs and projects, and integrated work systems that enhance functional happiness and create a happy and positive work environment covering various aspects within the college / department / research center.
- Building a learning culture, improving performance, and imparting knowledge, skills and behaviors to employees.
- Evaluating and assessing the performance of the Human Resources to ensure fairness, equal opportunities and transparency, and provide regular information on levels of performance and accomplishments, achievement of goals and competencies to improve these levels, and linking career progress, rewards and incentives to the results of evaluation.
- Enabling the Human Resources and ensuring that they have the tools, information, competencies and powers required to ensure their maximum contribution to achieving the expected goals.
- Encouraging and rewarding pioneering achievements and radical innovations at all levels in colleges / departments / research centers (staff/employees and task forces) in a timely and appropriate manner and create positive competition among them.

- Results of human resources development indicators (such as productivity, average number of training hours per employee, trainee ratio).
- Results of stimulus and participation indicators (such as the rate of proposals submitted annually, percentage of proposals applied vis-a-vis proposals submitted).
- Results of indicators of happiness and positivity (such as the average number of days of absence per employee, the rate of sick leave per employee, and turnover rate).

