


 جامعة الإمارات العربية المتحدة United Arab Emirates University 	University Strategy and Future Policy		
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University Strategy and Future Policy

Chapter (1): Strategy Development and Planning Policy

Overview


This policy sets out the principles and requirements for UAEU's overall strategy design, development and execution. Successful strategy development requires careful consideration and analysis of external capabilities, government directions, industry forces and internal capabilities, as well as the involvement of UAEU's executive leadership and management.

Scope

The policy applies to all UAEU Units.

Policy

1. Strategy is an essential element of the planning and leadership of a national university. It ensures UAEU is aligned to national priorities, policies and regulations and considers international best practice in the education sector across all of its activities. It is a critical tool for the University Board of Trustees (BoT) to set, and as required re-set, the direction required by the Executive Leadership to achieve the vision, mission and long-term goals of UAEU. The key elements of UAEU's strategic plan include:
 - a) Vision: Aspirational statement of the desired future.
 - b) Mission: What an organization does every day to achieve its vision –detailed and directive.
 - c) Values: The operating philosophies or principles that guide an organization's internal conduct as well as its relationship with its stakeholders and partners.
 - d) Strategic Priorities: Pillars of strategy, which inform the order of importance of goals which need to be achieved.
 - e) Strategic Goals: High level objectives to be achieved in the medium-long term aligned with vision and mission.
 - f) Strategic Key Performance Indicators (SKPIs): Quantification of the organization's performance compared with the key elements of strategic goals.
 - g) Strategic Projects: Specific areas of action or investment that deliver the capabilities required to achieve strategic goals.
 - h) Strategic Roadmaps: a document that details the strategic projects, activities, tasks, timeline, milestones, deliverables, risks and mitigation.
 - i) Strategic Plan: A document defining the strategic goals, with supporting KPIs, targets and strategic projects.
 - j) Unit Operational Plan: A one-year detailed identification of projects and activities at the colleges, centers, and departmental levels. They have to be aligned to the strategic goals of each level that they are related to.
 - k) Future Foresight: It is a process for understanding the future without extrapolating past events. This process utilizes scenario planning, key environmental factors and their trends with particular focus on those that have the highest impact and least predictability on the future of the organization.
2. As a Federal University, UAEU is required to comply with Federal Government requirements published by MOCAF (and other appropriate federal governing bodies e.g. MoE) in the

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review/development of its strategy. Therefore, the effective implementation of the Strategy Development and Planning Policy requires the strategy development process to be conducted in line with the strategic planning cycle approved by the Prime Minister Office. This results in a UAEU Strategic Plan that shall be reviewed on an annual basis. In addition, UAEU may be required to obtain the approval of the relevant federal government entity for any strategy it develops or updates.

- Future foresight practice is mandatory to understand the important trends and megatrends that need to be addressed in the strategic plan. Strategic issues identified through this process shall be translated into an updated set of clear and unambiguous institutional goals, KPIs, annual targets and strategic projects.
- Strategic Budget shall be determined and approved to support the implementation of the approved strategic plan.

Roles and Responsibilities

The responsibility of executing this Policy resides with the following stakeholders:

- The Strategy and Future Department Director is the owner of this Policy.
- All requests for revisions shall be addressed to the Strategy and Future Department Director.
- The Board of Trustees (BoT) is responsible for approving the UAEU Strategic Plan. Following Board approval, Federal Law requires final approval of the Strategy by the Cabinet.
- The Executive Leadership Committee (ELC) is responsible for reviewing and contributing to the UAEU Strategic Plan at every stage in its development.
- The Vice Chancellor (VC) is the owner of UAEU Strategic Plan and chairs the ELC for all discussions related to the strategic plan development, refinement, and execution.
- Deputy Vice Chancellor's, in addition to their role as members of the ELC, are responsible for the cascade of UAEU Strategic Plan to their respective division through the development and refinement of their respective division strategy goals, KPIs and targets.
- College Deans, Research Center Directors, and Department/Offices Directors contribute to the development of their respective unit strategic plans to achieve their targeted KPIs and/or strategic project's deliverables.
- The Strategy and Future Department ensures the details of this Policy are executed appropriately, in coordination with the Vice Chancellor, Deputy Vice Chancellor's, College Deans, Centers' Directors, and Department/Offices Directors. It shall inform and consult the ELC at all stages of the strategy development and planning process.

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RACI Matrix – Chapter 1: Strategy Development and Planning Policy:

#	Activity	Strategy Planning and Future Foresight Section	Director of Strategy and Future Department	Executive Leadership Committee	College Deans, Research Center Directors, and Department/Offices Directors	Board of Trustees	EHRC Council	MOCAF	All UAEU Departments	Relevant Stakeholders
1	Develop and finalize the UAEU Strategy	R1	R2, A1	R3, A2	R4	A3	A4	A5	I	I
2	Execution of the UAEU Strategy	R1	R2	R3	R4				R5	



RACI Matrix

Matrix of all the activities or decision-making authorities undertaken in an organization set against all the roles. RACI stands for:

- R – Responsible: a person who performs the activity, task, or process
- A – Approve: person who is accountable for the activity or process and has the authority to approve/reject an activity
- C – Consult: a person who would be consulted for their expert opinion, feedback, or additional information for any task, activity, or process
- I – Informed: a person who needs to be informed of any task, activity or process and the decision or action.

R1, R2, R3,..etc, this implies multiple responsibilities listed in a descending order

A1, A2, A3,..etc, this implies multiple approvals listed in a descending order

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Chapter (2): Institutional Performance Management Policy

Overview


This Policy creates a framework for effective and regular performance review, analysis, validation, and reporting, for performance improvement at institutional, divisions and colleges/centers/departments, with the purpose of implementing improvement actions. It provides guidelines on how to manage system-wide performance against the achievement of UAE Strategic Plan, to ensure a sustained performance culture.

Scope

The policy applies to all UAEU Units.

Policy

- This is the stage where the strategic plan is implemented – utilizing unit operational plans - for each year of the strategic cycle. Necessary adjustments are also made annually to the strategic plan to ensure the achievement of the goals. Managing and monitoring the strategy will be done with the following key elements:
 - Continuous Improvement:** Systematic feedback on the performance of the projects and operational plans for all stakeholders to close the loop and ensure tracking the corrective actions.
 - Data-driven decision making:** It is a scientific approach that values decisions backed up by verified and analysed data. The success of this approach is reliant upon the quality of the data gathered and the effectiveness of its analysis and interpretation.
 - Performance Culture:** A performance culture is based on discipline and accountability. This culture promotes decisiveness, standards of excellence and ensures direct accountability towards the achievement of UAE strategic plan by instilling a performance driven environment within the organization. It keeps decision makers informed by ensuring data-driven decision making is in place in support of continuous improvement activities.
 - Performance Contract:** A performance Contract is a document that identifies Key Performance Indicators (KPIs) and 5-year annual targets for Colleges, Centers, and Department/Offices.
- Effective institutional performance management at UAEU requires the development of performance contracts at institutional, divisions and colleges/centers/department levels to establish proper accountability for the delivery of organizational performance.
- Managing the strategic performance through activating a comprehensive and integrated strategic performance management system that enhances the university's ability to track the level of strategy achievement and provide dashboard to different levels.
- Managing the implementation of the strategic projects within the plan in coordination with relevant stakeholders. This includes providing semi-annual performance reports to the ELC by The Strategy and Future Department.
- Managing the implementation of transformational projects at the university level through the designated teams within the university. Monitoring and tracking of transformational projects performance carried out on a semi-annually basis by The Strategy & Future Department reporting to the ELC and the University BoT.


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6. In addition, all Government Enablers PIs shall be reviewed, audited and reported by the Strategy and Future department to the relevant Federal Government Entities.
7. Managing risk at the strategic plan level need to be identified in coordination with the Risk Office. The strategic performance is evaluated, and decisions are made to implement any necessary adjustments in response.
8. UAE University is in charge of establishing, implementing, and monitoring the University's Strategic Planning Framework, as well as assuring compliance with federal government standards in strategic planning.

Roles and Responsibilities



The responsibility of executing this Policy resides with the following stakeholders:

1. The Strategy and Future Department Director is the owner of this Policy.
2. All requests for revisions shall be addressed to the Strategy and Future Department Director.
3. The Vice Chancellor is responsible for achieving the targets set in the performance contract at the intuitional level.
4. The Deputies Vice Chancellor are responsible for achieving the targets set in the performance contract at the Division level.
5. Colleges Deans, Center Directors and Department/Office Directors are responsible for achieving the targets set in the performance contract at the college/center/department level and for reporting its KPIs for the set measurement period as well as any required improvement actions.
6. Strategy and Future Department is responsible for ensuring that performance contracts are developed at the institutional, divisional and college/departmental level. The department shall be responsible for the following:
 - a) Conducting evidence-based biannual reviews and validation of performance reports at all levels.
 - b) Produce an UAEU institutional performance report to be presented and discussed during UAEU institutional performance review meeting.
 - c) Produce an improvement action report at the Division/ college / center/ department level.
 - d) Monitor and follow up with all performance contract owners to ensure the timely execution of improvement action plans at all levels in preparation for the next institutional performance review meeting.

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RACI Matrix – Chapter 2: Institutional Performance Management Policy:

#	Activity	Strategy Planning and Future Foresight Section	Director of Strategy and Future Department	College Deans, Research Center Directors, and Department/Offices Directors	Deputies Vice Chancellor	All UAEU Departments	VC	Executive Leadership Committee	Board of Trustees
1	Develop performance contracts at the institutional, divisional, and college/center/departmental level	R1	R2, A1	C	A2	I	A3	A4	I
2	Achieve the targets set in the performance contract at the divisional/college/center/departmental level	-	-	R1	R2	I	I	I	-
3	Develop KPIs report for the set measurement period and any required improvement actions.	C1, A1	C2, A2	R1	A3	-	I	I	I
4	Produce a UAEU institutional performance report	R1	R2, A1	-	-	-	A2	A3	I
5	Produce an improvement action report at the divisional/college/center/departmental level	-	C2	R1	C1, A1	-	A2	I	-
6	Follow up with all performance contract owners to ensure the timely execution of improvement action plans at all levels	R1	R2, A	I	I	-	I	I	I
7	Review and audit all Government Enablers results	R1	R2, A1	A2	A3	-	A4	A5	I
8	Produce an action plan based on the report that has been received from the Government Enablers Entities	-	-	R1	A1	-	-	I	-



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#	Activity	Strategy Planning and Future Foresight Section	Director of Strategy and Future Department	College Deans, Research Center Directors, and Department/Offices Directors	Deputies Vice Chancellor	All UAEU Departments	VC	Executive Leadership Committee	Board of Trustees
9	Develop and approve the transformational project	C1	C2	R1	R2, A1	-	A2	I	I
10	Manage the implementation of transformational projects at the university level	-	-	R1	R2, A1	-	A2	I	I
11	Monitor and track transformational projects' performance	R1	R2, A1	A2	A3	-	A4	I	I
12	Establish, implement, and monitor the University's Strategic Planning Framework	R1	R2, A1	A2	A3	-	A4	A5	I

RACI Matrix

Matrix of all the activities or decision-making authorities undertaken in an organization set against all the roles. RACI stands for:

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- I – Informed: a person who needs to be informed of any task, activity or process and the decision or action. R1,
- R1, R2, R3,...etc, this implies multiple responsibilities listed in a descending order
- A1, A2, A3,...etc, this implies multiple approvals listed in a descending order
- C1, C2, C3,...etc this implies multiple consultations listed in a descending order

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Chapter (3): Strategic Project Management Policy

Overview



This policy sets out the principles and requirements for UAEU's Strategic Project Plan design, development and implementation. Strategic projects of the university are directly linked to the strategic goals. Meanwhile, strategic projects represent specific programs, with defined outcomes and investment, which serve as the primary vehicle for the delivery of strategic goals. The aim of the policy is to provide guidance in the development of UAEU's Strategic Project Plans as well as considerations needed to implement them in an effective manner.

Scope

The policy applies to all UAEU Units.

Policy


1. The definition of Strategic Projects and their hierarchical relationship to strategy and operational planning are covered in Chapter 1: Strategy Development and Planning.
2. Strategic Projects are further detailed – Roadmap - into component parts as follows:
 - a) Activities
 - b) Tasks
 - c) timeline
 - d) Milestones
 - e) Deliverables
 - f) Risk and risk mitigation
 - g) Budget
 - h) Performance Indicators
 - i) Sponsor and Owner endorsement
 - j) Stakeholders
3. Project Owners serve as the key individuals responsible to ensure the effective execution of the Strategic Project. Project Owners provide progress reports including issues and risks and deliverable achievements.
4. The Executive Leadership Committee would receive periodic performance monitoring and progress report updates from the Strategy & Future Department.
5. As Strategic projects are likely to be of a large scale of change or impact, it is expected that reporting on project status, as well as key risks and issues, occur on a regular basis.
6. Inter-dependencies shall be identified by the Strategy & Future Department between projects. Strategy & Future Department shall report to the ELC a recommended prioritization, as the forum to resolve such issues.

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Roles and Responsibilities

The responsibility of executing this Policy resides with the following stakeholders:

1. The Strategy and Future Department Director is the owner of this Policy.
2. All requests for revisions shall be addressed to the Strategy and Future Department Director.
3. Strategy and Future Department Key responsibilities include:
 - a) Monitor the implementation of key strategic projects across the UAEU.
 - b) Review the project roadmaps once developed by the project owner.
 - c) Supervise the resolution of issues and challenges and provide progress to ELC.
4. Project owners Key responsibilities include:
 - a) Develop the project roadmap and obtain sponsor approval.
 - b) Execute the project as per the project roadmap.
 - c) Monitor the performance of relevant resources by following up on the progress of activities assigned and timelines.
 - d) Escalate issues and/or risks to the project sponsor.
 - e) Submit the progress report to the Strategy and Future Department with the associated supporting documents.

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RACI Matrix – Chapter 3: Strategic Project Management Policy:

#	Activity	Performance and Project Management Section	Director of Strategy and Future Department	Project Owner	Project Sponsor	Executive Leadership Committee	Board of Trustees
1	Develop and update the project roadmap and obtain sponsor approval	C, A1	A3	R1	R2, A2	A4	-
2	Execute the project as per the project roadmap	-	-	R1	R2	-	-
3	Monitor and track the implementation of key strategic projects across the UAEU	R3	C	R1	R2	I	-
4	Escalate issues and/or risks to the project sponsor	C	-	R1	A	I	-
5	Reports on project progress, as well as key risks and issues, occur regularly	R3, A2	A3, R4	R1	R2, A1	I	I
6	Develop and implement the action plan(s)	C1, A1	C2, A2	R	A3	-	-
7	Monitor the implementation of action plan(s)	R2	C	-	R1	-	-



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Chapter (4): Operational Plan Management Policy

Overview


This policy sets out the principles and requirements for UAEU's Operational Plan design, development and implementation. Operational Plan's represent specific unit activities, which serve to inform on the primary activities a UAEU unit would be conducted on a yearly basis. The aim of the policy is to provide guidance in the development of UAEU's Operational Plans as well as considerations needed to implement them in an effective manner.

Scope

The policy applies to all UAEU Units.

Policy

1. Operational Plans represent an overview of the specific activities and actions a UAEU college/center/department would be conducting for a given fiscal year.
2. Operational Plans include those activities which a unit is mandated and required to perform (as per their Organizational Mandates) as well as any relevant activities which form part of Strategic Projects.
3. The Operational Plan enforces Deans of Colleges, Centers Directors, and Director of Departments to plan for further resources requirements. Specifically:
 - a) Human Resources (FTE count and staff capabilities).
 - b) Financial Resources (Budget requirement).
 - c) Technology Resources (tools and/or solutions required).
4. Operational Plans are also served to inform the college/center/department of the financial budgeting as well as the procurement requirements.
5. The Strategy & Future Department would be the function responsible for ensuring the development, reporting and monitoring of UAEU's Operational Plans. The approving authority for Operational Plans within UAEU is UAE's Deputies Vice Chancellor.
6. Operational plan owners are responsible to ensure they deliver of their respective Operational Plans in a timely manner.

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RACI Matrix – Chapter 4: Operational Plan Management Policy:

#	Activity	Strategy Planning and Future Foresight Section	Director of Strategy and Future Department	College Deans, Research Center Directors, and Department/Offices Directors	Deputies Vice Chancellor	Executive Leadership Committee
1	Develop and Execute UAEU's Operational Plans	C1, A1	C2, A2	R	A3	-
2	Monitor and report UAEU's Operational indicators Progress	R2, A1	A2	R1	A3	-
3	Report on key risks and issues that occur regularly	C, A1	A2	R1	R2, A3	-
4	Produce a UAEU institutional operational performance report	R	C, A1	A2	A3	I
5	Develop and implement the action plan(s)	C1, A1	C2, A2	R1	I	I
6	Monitor the implementation of action plan(s)	R3	C	R1	R2	-

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