



# Award Manual Chancellor's Award for Institutional Excellence

4<sup>th</sup> Cycle 2022

**UAEU**

جامعة الإمارات العربية المتحدة  
United Arab Emirates University





## Chancellor's Message

The United Arab Emirates University plays a fundamental role in our nation's advance towards sustainability, innovation, and leadership in all fields. Its community of scholars, students, and administrators are purposed by a value-driven commitment to the nation's economic, social, and cultural wellbeing and are guided by the ten principles that our wise leadership set out to underpin the future direction of the nation's progress.

The two primary principles are to strengthen the union of the UAE and to foster a vibrant, diversified economy. Three further principles identify the tools we must use to do this. They instruct us to further develop human capital, to expand the frontiers of our digital, technical, and scientific excellence, and to pursue international collaboration and cooperation. The final five principles present an ethical framework for the direction of economic and social progress. They ask us to practice the principles of good-neighbourliness, empathy, and charity. They instruct us to advocate for peace and harmony, and to use negotiation and dialogue as the means to conflict resolution.

These principles are exciting and uphold the purposes of a university. They speak to the importance of the university as a generator of intellect and knowledge, innovation, and research. A university education, academic scholarship, and the administration of a collegial institution also cultivate the ability to discuss, interpret, and respond to contemporary affairs in an open-minded, intelligent, and creative manner. A university is dedicated to growing its global relationships and partnerships. Through the experience working or studying at a university we develop the very competence, integrity, strong identities, and dignified character that are necessary to foster and implement the nation's ten principles, to be well prepared for the challenges of the future, and to build our strong, humane, and tolerant society. The ten principles attest to Sheikh Zayed's wisdom in rapidly establishing the UAEU almost immediately after the foundation of our nation.

The Chancellor's Awards for Institutional Excellence are granted to members of the UAEU community who uphold the values and of the university and serve its purposes with distinction. The awards honour their dedication, their continuous investment in transparency, initiative, creativity, team-work, integrity, continuous learning, and their commitment to generating outcomes of the highest standards. The Awards serve to inspire new and established members of our community, to encourage them to raise the ceiling of their individual ambitions, and to aspire for ever greater success in their students, their colleagues, their departments, and the university as a whole.

The awards are open to all, and I encourage you all to reflect on the manner and the outcomes of your unique contributions to the UAEU, in whatever your individual roles. Your work is valuable and vital to advancing the university's goals and implementing its future looking strategies, and we wish to learn of and celebrate your vision and achievements. I hope that very many of you participate in this fourth cycle of the awards, I offer my deep gratitude to those who do, and I wish you all the very best success.

**H.E Zaki Anwar Nusseibeh**

Chancellor, United Arab Emirates University



*H.E. Zaki Anwar Nusseibeh*

Chancellor, United Arab Emirates University





## **Contents of the Chancellor's Award for Institutional Excellence Manual**

### **Chapter One**

Executive Summary of the Chancellor's Award for Institutional Excellence

Introduction

Vision, Mission, Values, Goals

Honorees in the Third Cycle 2019

Structure of the Chancellor's Award for Institutional Excellence

Government Excellence Model (GEM 2.0)

### **Chapter Two**

Categories and Criteria of the Chancellor's Award for Institutional Excellence

Award Categories

Institutional Excellence Categories

Chancellor's Medal Categories for Institutional Excellence

Special Recognition Category

### **Chapter Three**

Participation and Evaluation Mechanism

Participation Phases

General Terms and Conditions

Prizes and Rewards

### **Chapter Four**

General Inquiries

Most Frequently Asked Questions





## **Chapter One**



### **Executive Summary of the Chancellor's Award for Institutional Excellence**

## Introduction

In accordance with the UAE's keenness on advocating the concept of excellence in the UAE, and in line with the efforts of the United Arab Emirates University to implement the best practices in the field of higher education and instill a culture of excellence, the initiative of launching the Chancellor's Award for Institutional Excellence became a benchmark for honoring and appreciating active members in the university community and served as an important link in the institutional development project.

The Excellence Awards at its fourth cycle is divided into 3 main categories and 24 awards, including (The Institutional Excellence category, the Chancellor's Medals category and the Special Recognition category). The award aims mainly at improving the mechanisms of institutional work, promoting competition among colleges / departments / centers, and building as well as developing the capacities of employees and qualifying them for best administrative practices in service delivery to obtain the happiness of internal and external customers and enhancing wellbeing.

The award aims to raise the awareness of the culture of excellence, quality and transparency and make it an essential component of the university working environment and prepare in advance for participation in the Sheikh Mohammed bin Rashid Award for Excellence in Government Performance. In fact, the outcomes of the UAEU internal awards are an input to the Sheikh Mohammed bin Rashid Award for Excellence in Government Performance.

### Vision

Achieve excellence and leadership of the United Arab Emirates University so to be a global inspirational reference for excellence.

### Mission

We seek to motivate leadership thinking and strengthen the role of the university units in achieving superior performance in order to reach the vision of the UAE University and executing innovative initiatives in documenting and disseminating knowledge and best practices of the federal government worldwide

### Values

Innovation	Transparency
Initiative	Team-work
Integrity	Learning and Continuous Improvement



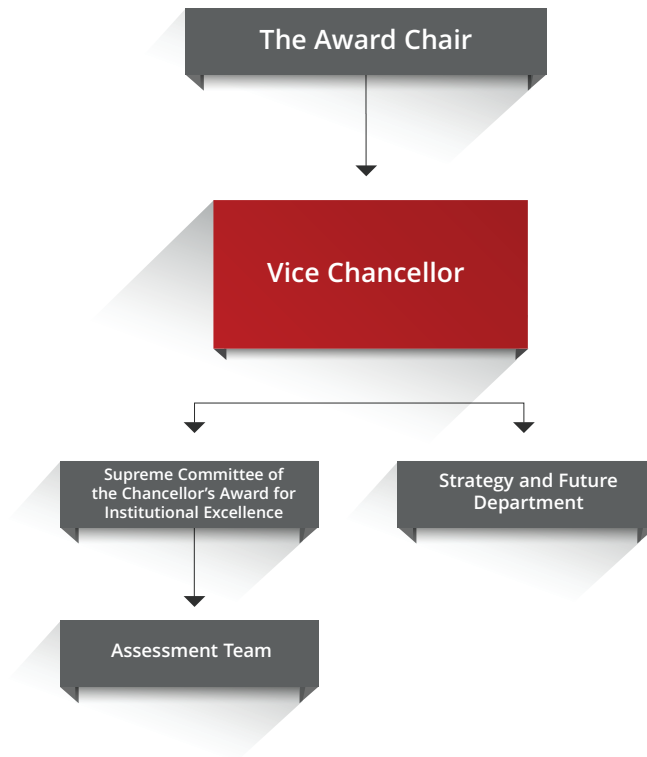
## Goals

- Improving the level of institutional and functional performance.
- Endorsing the concepts and standards of quality and institutional excellence.
- Motivating employees to create and innovate in university operations and services.
- Appreciating and honoring leaders and excellent career cadres.
- Exchanging and disseminating best practices among the different organizational units in the university.
- Equipping and qualifying organizational units and employees to participate in the Sheikh Mohammed Bin Rashid Award for Excellence in Government Performance.

## Honorees in the Third Cycle 2019



## Structure of the Chancellor's Award for Institutional Excellence



### The Award Chair

The UAE University Chancellor acts as the Chairman of the Institutional Excellence Award and approves the following:

- The Award Categories & Budget
- The Evaluation Outcomes
- Honoring the winners

### The Vice Chancellor

- Approve the formation of the Supreme Committee
- Approve the Award Categories & Budget
- Approve the Evaluation results and raise them to the UAE University Chancellor

### **The Award Supreme Committee**

The Supreme Committee of the Award shall be formed by a decree of the UAEU Vice chancellor or his representative for a period of one year; and the potential renewal of the Committee for another cycle as he sees fit. Accordingly, the duties of the committee are summarized as follows:

- Review and approve the award manual and application forms
- Approve the mechanism for selecting the award external assessment team
- Approve the award external assessment team
- Approve the criteria for evaluating the results for selecting the winners and the criteria for differentiating between the candidates
- Coordinate the award orientation workshops in collaboration with the Department of Strategy and the Future
- Receive and sort nomination applications and identifying the lists of candidates who meet the terms and conditions provided in the award manual
- Inform the candidates whose applications were rejected and deciding on appeals and complaints
- Raise the evaluation results and final names of the award winners to the vice chancellor for approval
- The committee meets periodically or according to the work plan to discuss developments and follow-up matters related to the award. The periodic reports and recommendations related to the results of the committee's work shall be raised to the vice chancellor for approval
- Other tasks assigned to the committee by the vice chancellor
- The Committee may not grant the award, given the necessity of stating the rational justifications for its decision, and provided, that the decision of the Committee shall be unanimous majority approved by its members and with the approval of the award chair
- Members of the Supreme Committee are not entitled to participate in the award

### **Department of Strategy and Future**

- Announce to all organizational units the launch of the Chancellor's Award for Institutional Excellence
- Implement decisions and directives of the Supreme Committee
- Manage and follow up the qualification of organizational units and employees to participate in the award, implement awareness workshops, explaining developments and providing support.
- Develop and upgrade the website of the chancellor's award for institutional excellence, activate the electronic nomination application and open the door for submission
- Prepare for the award ceremony so that the results are announced by the award chair
- Launch evaluation reports and results within the award's electronic page
- Coordinate to publish documents and summaries of the success stories of the winners in order to spread the benefit and spread the culture of excellence

### **Evaluation team**

- Certified and experienced external reviewers/evaluators to evaluate the nomination applications according to the excellence criteria provided in the award manual
- Interview individuals and work teams to ensure the level of conformity with the excellence criteria
- Prepare evaluation reports and results and present them to the supreme committee

## Government Excellence System (GEM 2.0)

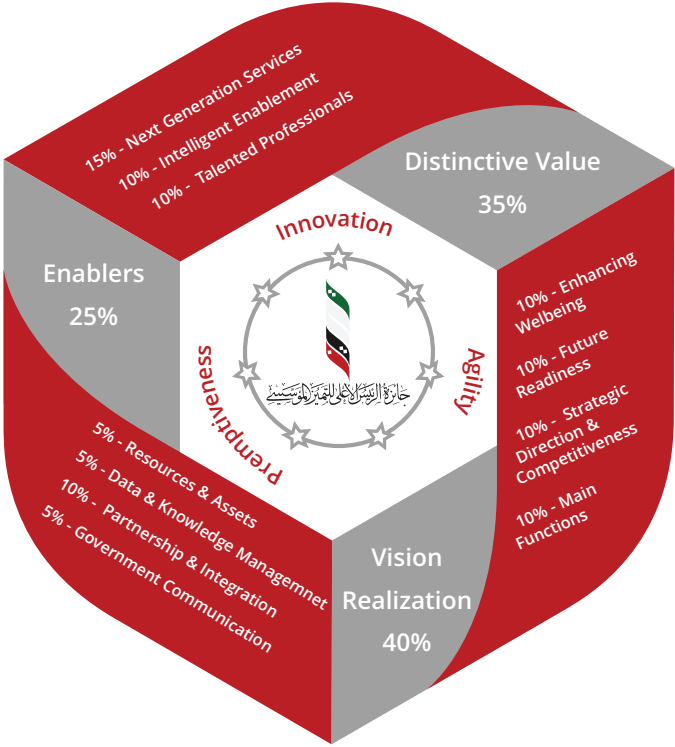
The Government Excellence System is the first of its kind in the world and the highest in the country. The (GEM 2.0) is basically designed to enable government agencies to achieve prosperity and happiness for the citizens, and meet their requirements and expectations in obtaining government services at the level of seven stars and accomplish the highest degrees of efficiency and effectiveness. The (GEM 2.0) aims to support the government's innovation aspirations to achieve a competitive advantage and a leading position for the UAE.

The Organizational Units are evaluated within the categories of the chancellor's Award according to the catalysts, pillars and criteria of the Government Excellence System, which aim to strengthen the role of federal government institutions in serving all segments of society.

The catalysts are divided to Innovation, Preemptiveness and Agility, while the pillars are divided to:

1. **The first pillar is the Vision Realization which comprises the following criteria:**
  - Enhancing Wellbeing
  - Future Readiness
  - Strategic Direction and Competitiveness
  - Main Functions
  
2. **The second pillar is the Distinctive Value which comprises the following criteria:**
  - New Generation Services
  - Intelligent Enablement
  - Talented Professionals
  
3. **The third pillar is Enablers which comprises the following criteria:**
  - Resources and Assets
  - Data and Knowledge Management
  - Partnership and Integration
  - Government Communication

In the Chancellor's Award for Institutional Excellence, the university endorsed the catalysts and criteria of the government excellence system and these standards to enable the organizational units to participate in the award within the contours of related functions and competences ensuring that the participations fulfill the criteria and requirements of the award.







## **Chapter Two**

**Chancellor's Award for  
Institutional Excellence Catego-  
ries and Criteria**

## 1. Institutional Excellence Categories

The Excellence Awards criteria are designed to contribute to the development and improvement of the level of institutional performance to match international standards, disseminate the concepts of excellence, creativity, quality and evaluate the best administrative and professional practices in addition to ensuring the application of the most efficient and sophisticated work methods and creating a competitive environment that will drive individual and collective institutional performance to international levels of quality, excellence and creativity.

The UAEU endorsed four categories of institutional excellence as follows:

### 1.1 Categories at the University-level

- Distinguished College Award (to be granted to the College that accomplishes the best achievements)
- Distinguished Department Award (to be granted to the Department that accomplishes the best achievements)
- Distinguished Research Center Award (to be granted to the research center that accomplishes the best achievements)

### 1.2 Categories at the level of the Institutional Excellence Model

- Best unit in the field of Innovation

### 1.3 Categories at the level of Main Criteria

- Best unit in Future Readiness
- Best unit in Main Functions
- Best unit in Next Generation Services
- Best unit in Partnership & Integration

### 1.4 Categories at the level of Principles

- Best unit in Wellbeing at the Workplace



## Institutional Excellence Category Criteria

Criterion	%
<b>First Pillar: Vision Realization</b>	40%
First Criterion: Enhancing Wellbeing	10%
Second Criterion: Future Readiness	10%
Third Criterion: Strategic Direction and Competitiveness	10%
Fourth Criterion: Main Functions	10%
<b>Second Pillar: Distinctive Value</b>	35%
Fifth Criterion: New Generation Services	15%
Sixth Criterion: Intelligent Enablement	10%
Seventh Criterion: Talented Professionals	10%
<b>Third Pillar: Enablers</b>	25%
Eight Criterion: Resources and Assets	5%
Ninth Criterion: Data and Knowledge Management	5%
Tenth Criterion: Partnership and Integration	10%
Eleventh Criterion: Government Communication	5%
<b>Total</b>	100%

\* Based on the nature of units, the weight of the dimensions will be set as per the range specified for each based on the below table:

## Table of Distribution of Standards to Organizational Units:

Units	First Pillar: Vision Realization (40 %)				Second Pillar: Distinctive Value (% 35)				Third Pillar: Enablers (% 25)			
	First Criterion: Enhancing Wellbeing (% 10)	Second Criterion: Future Readiness (% 10)	Third Criterion: Strategic Direction and Competitiveness (% 10)	Fourth Criterion: Main Functions (% 10)	Fifth Criterion: New Generation Services (%15)	Sixth Criterion: Intelligent Enablement (%10)	Seventh Criterion: Talented Professionals (% 10)	Eight Criterion: Resources and Assets (% 5)	Ninth Criterion: Data and Knowledge Management (% 5)	Tenth Criterion: Partnership and Integration (% 10)	Eleventh Criterion: Government Communication (% 5)	
Vice Chancellor Office	√	√	√	√			√	√	√	√	√	
Internal Audit Office	√	√	√	√			√	√		√		
Risk management office	√	√	√	√			√	√		√		
Office of Legal Affairs & Policy	√	√	√	√			√	√		√		
Office of Institutional Effectiveness (OIE)	√	√	√	√			√	√	√	√		
Division of Information Technology (DOIT)	√	√	√	√	√	√	√	√	√	√		
University Outreach Department (UOD)	√	√	√	√			√	√		√	√	
Provost Office	√	√	√	√	√		√	√	√	√	√	
Colleges	√	√	√	√	√		√	√		√	√	
Continuing Education Center	√	√	√	√	√		√	√	√	√	√	
Center for Excellence in Teaching and Learning	√	√	√	√		√	√	√	√	√	√	
National Faculty Recruitment and Development Office	√	√	√	√			√	√		√		
Academic Personnel Office	√	√	√	√			√	√		√		
Libraries Deanship	√	√	√	√	√		√	√	√	√		
Emirates Center for Happiness Research	√	√	√	√			√	√		√		
Students' Affairs Office	√	√	√	√	√		√	√	√	√	√	
Registration Department	√	√	√	√	√		√	√	√	√		
Admissions Department	√	√	√	√	√		√	√	√	√		
Students' Life Deanship	√	√	√	√	√		√	√	√	√		
Students' Happiness Center	√	√	√	√	√		√	√	√	√		
Center for Career Placement and Alumni	√	√	√	√	√		√	√	√	√		
UAEU Science & Innovation Park	√	√	√	√	√	√	√	√	√	√		
Associate Provost for Research office	√	√	√	√	√	√	√	√	√	√	√	
Research Centers	√	√	√	√		√	√	√	√	√		
Secretary General Office	√	√	√	√			√	√		√		
Human Resources Dept.	√	√	√	√			√	√	√	√		
Financial Affairs Division	√	√	√	√			√	√	√	√		
Tenders and Procurement Dept.	√	√	√	√			√	√		√		
General Services Dept.	√	√	√	√			√	√		√		
Facilities Management Dept.	√	√	√	√			√	√		√		

The evaluation method in the model below is divided into three main parts, the first one for assessment of capabilities and the second for the evaluation of results and the last for assessment of catalysts. The capabilities are evaluated from four main dimensions, including the evaluation of design, deploy, transform, and disrupt. On the other hand, the results are evaluated from four main dimensions, including Relevance, Performance Excellence, Competitiveness Impact, and Impact on National Wellbeing. And the catalysts are evaluated through three main pillars and four main dimensions including Define, Develop, Deploy and Distinguish & Impact.

### Assessment Tool – Capabilities

Dimensions and Weights	Description	Elementary Capabilities	Basic Capabilities	Intermediate Capabilities	Advanced Capabilities	Distinctive Capabilities
<b>Design* 30%</b>	Developing the capabilities that will drive value creation for all stakeholders and contribute to achieving the national directions/ objectives	Very few relevant capabilities are appropriately designed	Some relevant capabilities are appropriately designed to allow flexibility	Many relevant capabilities are innovatively designed and enabling flexibility	All capabilities are relevant and innovatively designed to create agile utilization	Dynamic capabilities designed to enable agility and adaptability
<b>Deploy 30%</b>	Deploying capabilities in all key areas to achieve the desired outcomes with the optimal use of resources	Limited implementation of designed capabilities	Capabilities are effectively implemented and optimized in some relevant areas	Capabilities are effectively implemented and optimized in many key areas	Capabilities are effectively implemented and optimized in all key areas	Unique and distinctive capabilities are effectively implemented and optimized
<b>Transform 30%</b>	Capabilities are enhanced by injecting new learning, innovative thinking and digital transformation in order to remain relevant	Few examples of learning and innovation are driving capability improvement	Some capabilities are enhanced using learning and innovation	Many capabilities are enhanced or transformed using learning and innovation	All capabilities are enhanced or transformed leveraging learning innovation and digital transformation	Unique capabilities are continuously transformed through digital means to enhance value creation
<b>Disrupt 10%</b>	Unique and distinctive capabilities are generated by constantly challenging current thinking with a disruptive mindset to create added value for stakeholders, enhancing national wellbeing and competitiveness	No disruptive thinking; “Business as Usual” mindset	Some internal or incremental changes in discrete with little disruption	Many changes throughout the value chain	Disruptive changes throughout the ecosystem	New disruptive thinking by creating new business models
<b>Maturity Levels of Capabilities</b>		0-20%	20-40%	40-60%	60-80%	80-100%

\* Ratings of the maturity level in the subsequent dimensions cannot exceed the rating of maturity level for the “Design”.

## Assessment Tool – Results

Dimensions and Weights	Description	Elementary Capabilities	Basic Capabilities	Intermediate Capabilities	Advanced Capabilities	Distinctive Capabilities
<b>Relevance*</b> 25%	Relevant, timely, robust and reliable measures are used to monitor, understand and predict performance and key outcomes	Very limited insight into current performance	Some insight into current performance against strategic objectives	Clear insight into current performance against strategic objectives	Predictive analytics provide strategic insights	Advanced analytics enable proactive actions to shape future performance
<b>Performance Excellence **</b> 30% - 35%	Effectiveness, efficiency, reliability and consistency of operations are delivering as required	Current focus is on efficiency	Some effectiveness or process performance indicators	Balanced set of results to drive performance excellence	Most results demonstrate achievement of performance excellence	Results demonstrate exceptional performance excellence implemented and optimized
<b>Competitiveness Impact **</b> 25% - 30%	Outstanding performance has been sustained and is contributing to competitiveness	Very few positive performance outcomes on competitiveness	Some outcomes demonstrating a minimal positive impact on competitiveness	Many outcomes demonstrating a moderate positive impact on competitiveness	Most outcomes demonstrating a significant positive impact on competitiveness	Outcomes demonstrating an exceptional positive impact on competitiveness
<b>Impact on National Wellbeing</b> 15%	The ultimate outcome is demonstrated in the level of impact on the national wellbeing	No contribution to national wellbeing	Minor contribution to National wellbeing	Significant contribution to national wellbeing in some areas	Significant contribution to national wellbeing in many areas	Exceptional contribution to the overall national wellbeing
<b>Maturity Levels of Capabilities</b>		0-20%	20-40%	40-60%	60-80%	80-100%

\* Ratings of the maturity level in the subsequent dimensions cannot exceed the rating of maturity level for the "Relevance".

\*\* Based on the nature of units, the weight of these two dimensions will be set as per the range specified for each.

## Assessment Tool – Catalysts

Catalysts and Weights	Dimensions	Limited Impact	Some Impact	Significant Impact	Competitive Edge	Leading Position
Preemptiveness (20%)	Define 30%	A reactive mindset without clear understanding of preemptiveness	An appreciation of the significance of preemptiveness exists	A partial inclusion of preemptiveness in existing planning processes	A full appreciation on the power of preemptiveness in helping realize long term success	A culture of Preemptive behavior exists throughout the ecosystem
	Develop 30%	A traditional approach to planning with basic assumptions	Use of limited data to extrapolate future scenarios	Use of risk assessment in the planning process with rich insight only in parts of the organization	Mastery of data analytics for predictive purposes and for supporting decision making process	Holistic approach to generating insight to reflect the entire ecosystem
	Deploy 25%	Rigid deployment approach with closed system considerations	Driving preemptiveness systematically with a top-down approach and in a limited manner	Effective deployment with preemptive mindset only in specific areas	Excellent deployment of strategy with confidence and gained insight on how to steer organization into the future	A dynamic behavior of the organizational ecosystem demonstrating ,resilience adaptability, and future shaping capability
	Distinguish Impact & 15%	Business as" Usual" culture with a lot of inertia, rigidity and reactive mindset with no noticeable impact of preemptiveness	Partial improvement in decision making and a scattered effort to planning the future resulting in slight operational impact	Maturity in preemptive capability generating significant operational impact	Adoption of preemptiveness in core areas at a highly mature level resulting in considerable competitive impact	Adoption of preemptiveness across the whole ecosystem with foresightedness and distinctive level of maturity leading to significant competitive impact
Maturity Levels of Catalysts		0-20%	20-40%	40-60%	60-80%	80-100%

## Assessment Tool – Cont./Catalysts

Catalysts and Weights	Dimensions	Limited Impact	Some Impact	Significant Impact	Competitive Edge	Leading Position
Agility (20%)	Define 30%	Concept of agility non-existent (rigid and bureaucratic organizational design)	Agility limited to process improvement, simplification and integration	Agility is related to reengineering and adopting best practice thinking	An agility approach based on building stable organizational systems through resilience, adaptability and responsiveness	Agile, fast and transformative behavior to deal with challenges and exploit opportunities
	Develop 30%	Reinforcement of rigid rules and methods whilst operating as a closed system	Use of various tools And methods of optimization and incremental enhancement	Agile strategies introduced to support change initiatives and drive innovation	Agile behavior supported by data analytics and proactive change management to induce better customer experience	Agile ecosystem characterized by constant transformation and disruptive behavior for organizational relevancy and sustainability
	Deploy 25%	Short term plans and targets to maintain status quo	A systematic approach to deploying improvement and optimization plans with a closed loop measurement ethos	Radical change to boost performance and elevate standards of performance and help drive innovation	Agility at the core to drive value creation and accelerate transformation and customer-oriented innovation	Agility in everything, constantly keeping dynamic behavior, transforming and disrupting for future readiness
	Distinguish Impact & 15%	A culture of "Business as Usual" with no new ideas or substantial thinking and no noticeable impact of agility	Business model approach with a solid quality foundation and good practice adoption mindset leading to slight operational impact	Learning organization with regular change to enhance existing capabilities and drive customer innovations and achieve significant operational impact	Agile distinctive capabilities that are adaptable and allow speedy responsiveness and lead to considerable competitive impact	Agile ecosystem with distinctive and dynamic capabilities that result in significant impact and competitive advantage
Maturity Levels of Catalysts		0-20%	20-40%	40-60%	60-80%	80-100%

## Assessment Tool – Cont./Catalysts

Catalysts and Weights	Dimensions	Limited Impact	Some Impact	Significant Impact	Competitive Edge	Leading Position
Innovation (60%)	Define 20%	Innovation not clearly or systematically defined	Innovation is limited to basic services enhancements	Innovation is defined within corporate strategy	Innovation strategy is clearly defined with targets and key performance indicators	Innovation is pervasive throughout the entire ecosystem
	Develop 25%	Conventional approach to operational management with a transactional mindset	Focus is more on delivery of “predictable” transactions as opposed to using innovation to drive value creation	Innovation processes and systems are designed to drive innovation	Clear roles and responsibilities are designed to oversee the development of innovation strategy across the whole value chain	Innovation is enriched through constant digital transformation to enhance value creation capability
	Deploy 25%	Cost and efficiency oriented strategy without innovation as a core critical element	Deployment of innovation through a focus on specific projects and initiatives as one offs	Innovation is deployed in the core functions to deliver quality services	Innovation is managed as a catalyst to create value for customers	Innovation culture preserves the fabric of the ecosystem and touches all aspects related to customer orientation
	Distinguish Impact & 30%	Organization has no Innovation competitive ability thus no noticeable impact of innovation	Innovation is project oriented and based on short term benefits with little opportunity for learning and development and leads to slight operational impact	Innovation capability maturity is evident in several aspects of the value chain and results in significant operational impact	Innovation capability maturity is evident in most/all key aspects of the value chain and leads to considerable competitive impact	Innovation defines the DNA of the organization and is a source of competitive advantage
Maturity Levels of Catalysts		0-20%	20-40%	40-60%	60-80%	80-100%

### General conditions for the institutional excellence category

- All organizational units, colleges and research centers are entitled to participate in the Institutional Excellence category, provided that these premises were established and operated for two years at least in the submission date.
- A winning organizational unit in the previous cycle may be participated for the award at the current cycle, but this is based on the recent changes in the government excellence criteria.

## 2. Chancellor's Medals Category

The criteria for individual awards are based on international principles and the standards of the UAE Prime Minister's Medal for the Sheikh Khalifa Excellence Program to promote and encourage excellence among employees. The aim of the chancellor's medals is to highlight the outstanding employees at the UAEU throughout an evaluation of the excellence and leadership of their performance and achievements in line with the concepts of the government excellence system to motivate them and achieve excellence and leadership on both the individual and institutional levels and make a qualitative/paradigmatic breakthrough in performance.

The chancellor's medals awards cover different job fields the university level. The following is an account of the various award categories:

- Chancellor's Medal for Leadership
- Chancellor's Medal in the Supervisory Field
- Chancellor's Medal in Specialized Jobs
- Chancellor's Medal in the Administrative Field
- Chancellor's Medal in the field of Long-Term Service
- Chancellor's Medal in the field of Customers Happiness
- Chancellor's Medal for the Best Innovative Employee
- Chancellor's Medal for Youth
- Chancellor's Medal for the Distinguished Employee in Enhancing Student Experience
- Chancellor's Medal for the Future Jobs
- Chancellor's Medal for the field of Government Communication



## Chancellor’s Medals Category Criteria

All categories of the award are subject to four main criteria (Achievement and Impact, Learning and Development, Innovation, Positive Citizenship) except for the distinguished employee in the Leadership & supervisory fields, where a fifth main criterion is added, (leadership spirit), in addition to the four main criteria.

Criteria / Medal	Leadership	Supervisory field	Administrative Field	Specialized Jobs	Field of Customers Happiness	Long-Term Service	Enhancing Student Experience	future jobs	Government Communication	Youth
Achievement and Impact	25	25	35	30	35	30	25	20	30	25
Learning and Development	20	20	25	25	25	25	35	30	25	35
Innovation	10	10	20	25	20	25	20	30	25	20
Positive Citizenship	20	20	20	20	20	20	20	20	20	20
Leadership Spirit	25	25	0	0	0	0	0	0	0	0

- The Best Innovative Employee category, as it is subject to four main criteria (thinking and planning, implementation and execution, results and impacts, knowledge transfer)

Criteria / Medal	Best Innovative Employee
Thinking and Planning	30
Implementation and Execution	20
Results and Impact	30
Knowledge Transfer	20

## General Conditions for the Chancellor's Medals Categories

1. The employee must have been recruited or assigned to the university for at least two years in the same position, subject to exceptions (special conditions) in the best innovative employee category & the youth category taking into consideration the following:
  - The duration of the work of the employee at the university shall be calculated from the date of actual employment until the last day for submission of applications for the category (including the trial period)
2. Employees/staff members assigned by local government entities to work at the university may be nominated for the award after spending at least two years at the UAEU
3. Application for the award within the administrative category is restricted to employees/staff members who do not have any other status under one of the other categories currently or previously, except the best innovative employee category & the youth category.
4. The employee nominated for the Chancellor's Medal in the Supervisory Field must be a supervisor of at least three employees.
5. The candidate's job title is required to match the category of medal he is nominated for, except for the category of innovative employee, youth category, future jobs category, long service, and enhancing student experience category.
6. The performance of the nominated employee must not be less than good/meet expectations in the last two years
7. The file of the nominated employee is required to be free from any form of penalties (alert, warning, etc.) during the last two years of his work until the results are announced
8. In the event of changing the job title of the employee after submitting the application for the medal, he may remain a nominee for the medal and his performance will be evaluated based on his previous job title.
9. To win the medals, the candidate must be in his job during the evaluation process and until the results are announced
10. Winners of the Prime Minister's medals in previous cycles are not entitled to participate in the Chancellor Award for Institutional Excellence
11. The winners of awards in the last two cycles are not entitled to apply for the same category of award before the elapsing of two award cycles but they can participate in other categories if they meet the required criteria
12. The Supreme Committee has the right to exclude any application at any time in the event that the conditions of participation do not comply.

### 3. Special recognition category

#### 3.1 Role Model Category

This award aims to honor UAEU employees for the employee role model (a role model) who constitutes the basic pillar in the progress of the university and presenting it as a role model for the government, and the role model is an essential pillar of moral education that promotes example and a role model cannot be isolated from it and to be a practical tool to identify the good role models for employees and a tool to reveal them regardless of their position in the university and to highlight them as a viable model and follow them in developing performance, motivating them and celebrating them in a way that allows their numbers to increase, and to form the base of the pyramid at the university. The presence of this category is also integrated with the development of criteria for the Prime Minister's medals and their evaluation mechanism, which depends on measuring the performance of the role model employee in terms of performance, contribution, growth and openness, thus achieving a qualitative leap in performance from just "implementer" to "Inspirational" in a way that achieves the happiness of customers and colleagues and affects in a positive way in enhancing wellbeing.

#### Maturity levels

These levels show the employees maturity in individual excellence as follows

Implementer (0 ≤ 25%)	Learner (25 ≤ 50%)	Influencer (50 ≤ 75%)	Inspirational (75 -100%)
A traditional employee performs the work assigned to him by his job duties within the workplace, and does not usually take the initiative to develop the work environment, operations, and team members. This employee is considered to be in the early stage of adopting the concepts and standards of individual excellence.	An employee who takes actual steps to adopt the ideas and concepts of excellence and link them to his personal performance, learns from the results of past performance, and is passionate about developing the work environment, operations, services and support the staff, looking forward to keep pace with future changes.	Employee has a clear impact on various Domains inside and outside the work environment, as it always depends on participatory and proactive thinking in building a team that is able to provide outstanding results, and believes in the importance of lifelong learning and the importance of focusing on achieving added value in all of the work it does inside and outside the scope of work.	A role model who achieves high levels of performance to achieve competitive advantages and improves the university's competitive position. He has proactive thinking, ambitions and high expectations, and is innovative in new methods that are reflected in the services provided, the quality of work and the happiness of customers. He is always learning, diversified in culture, understands and adopts the future trends of the university and the state, and is open to the world as He is acquainted with developments and benefits from this in developing performance, and develops his network of relationships for the benefit of institutional performance, which is positive and optimistic about the future.

### 3.2 Anonymous Soldier Category

This award aims at honoring the employees of the UAE University who have proved their worth, excellence and dedication in serving the university. Apparently, the anonymous soldier has the ability to confront personal and professional difficulties and challenges, achieve extraordinary achievements or do more individual work than expected. The anonymous soldier may be a UAE citizen working in jobs where, the rate of Emiratization is low to encourage others to enroll or follow in his/her heels.

#### Anonymous Soldier Category Criteria

Criterion	Grade
Performance and achievement	50%
Work Nature	20%
Difficulty and challenges of work	30%
Total	100%

#### General Conditions for the Anonymous Soldier Category

- Not be a supervisory officer
- At least two years have passed since the employee joined or was assigned to work at the UAEU.
- No winner in the previous cycle of the award may be nominated for the current cycle.

Individuals are nominated in the role model & anonymous soldier categories by Department Chairs and Deans



## Chapter Three

### Participation and Evaluation Mechanism



## Participation Stages

### First Stage: Award launching

- Formation of the Supreme Committee for the Chancellor's Institutional Excellence Award.
- Announcing the commencement of acceptance of nomination files for the award at least 3 months before the deadline for the declaration of the results.
- Organizing orientation workshops aiming at introducing the employees of the university to the award familiarizing them with its conditions/terms, and methods of participation as well as the preparation of the application documents ...etc.

### Second Stage: Application for the Award

- Nominee enters his/her information into the awards webpage
- The Nominee should download the nomination file form
- The Nominee fills the nomination file
- Nominee should upload the nomination file into the awards webpage

### Third Stage: Sorting out the nomination files

- Sorting out the list of final nominees to whom the terms and conditions apply
- More information may be requested, or reject the nomination file
- Sorting the final list of nominees
- Informing the nominees whose applications have been rejected within two weeks of closing the application process
- Receiving the grievances and objection applications. All applicants participating in the award are entitled to submit a written objection letter within two weeks of notifying them of the rejection of their application.
- Approval of the final list of nominees by the Award Supreme Committee

### Fourth Stage: Evaluation of the nomination files

- The Award Supreme Committee supervises the evaluation of files and coordination with the accredited external reviewers.
- Nomination files are evaluated individually by accredited reviewers, in accordance with the criteria of the award and the evaluation rules and models in their possession.
- The final list of nominees shall be submitted to the Supreme Committee of the chancellor's Award for Institutional Excellence to revise the results of the evaluation and ensure their validity

#### **The Fifth Stage: Field visits**

- Conducting a field visit by accredited reviewers and meeting with final nominees to ascertain and verify their compliance with the requirements of excellence and level of performance
- Sending the final list of candidates to the Supreme Committee

#### **The Sixth Stage: Final Approval of the results**

- Receive the final evaluation results submitted by the reviewers
- The Supreme Committee shall approve the final evaluation result
- The Committee shall submit the final names of the internal award winners at in each cycle after the approval of the evaluation reports by the Vice chancellor & the Award Chair

#### **The Seventh Stage: Declaring and honoring the winners**

- Announcing the winners officially
- Distributing the awards to the winners at the award ceremony
- Publishing documents and summaries related to success stories winners
- Submitting the files which include the results of the evaluation to the nominees to explore the results of their applications.

#### **General Terms and Conditions**

- The University reserves the right to publish some of the contents of the winning files in order to publish the success stories after the announcement of the results.
- All files submitted for the Award are strictly confidential and in no way may the contents of the file and supporting documents be disclosed before and during the evaluation stage.
- To make the optimum benefits of all the data sheets submitted for the award, the data must be organized in such a way as to enable the reader to understand correctly the nature of the work of the applying parties...etc.
- Field interviews will be conducted after submission of nomination files, and the applicant (employee/ organizational unit) must prepare a copy of the application form, documents, laptop, and in-depth knowledge of the content of the file.

## Rewards and Prizes

	Award Category	Rewards
<b>Institutional Excellence Category</b>	Distinguished College Category	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 50000 AED
	Distinguished Department Category	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 50000 AED
	Distinguished Research Center Category	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 50000 AED
	Best unit in the field of Innovation	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Best unit in Future Readiness	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Best unit in Main Functions	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Best unit in Next Generation Services	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Best unit in Partnership & Integration	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Best unit in Wellbeing at the Workplace	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED



<b>Chancellor's Medal Categories</b>	Chancellor's Medal for Leadership	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal in the Supervisory field	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal in Specialized Jobs	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal in the Administrative Field	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal in the field of Long-Term Service	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal in the field of Customers Happiness	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal for the Best Innovative Employee	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal for Youth	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal for the Distinguished Employee in Enhancing Student Experience	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal for the Future Job	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
	Chancellor's Medal for the field of Government Communication	Certificate of Honor from His Excellency the UAEU Chancellor Memorial Trophy, 20000 AED
<b>Special Recognition Category</b>	Role Model Category	Certificate of Honor from His Excellency the UAEU Chancellor (Memorial Trophy, 10000 AED (2 Winners
	Anonymous Soldier Category	Certificate of Honor from His Excellency the UAEU Chancellor (Memorial Trophy, 10000 AED (2 Winners





## Chapter Four

### General Inquiries

## Frequently asked questions

### What distinguishes the chancellor's Award for Institutional Excellence?

The Chancellor's Award for Institutional Excellence is as follows:

- Complying with the Government Excellence System endorsed by the Federal Government of the United Arab Emirates.
- An integrated and consistent system built on the basis of similar administrative systems of excellence (GEM 2.0 Government Excellence Model)

### How many awards of the fourth cycle?

The structure of the Chancellor's Award for Institutional Excellence consists of the following three categories:

- 9 Awards for the Institutional Excellence Category
- 11 Awards for the career excellence category
- 4 Awards for the special recognition category

### What are the new awards in the fourth cycle?

GEM 2.0 Government Excellence Model was implemented as part of the evaluation dynamics in the fourth cycle, two new awards were introduced for the medal's category and one new award for the Special Recognition Category in the fourth cycle of the award:

- Chancellor's Medal for the Future Job
- Chancellor's Medal for the field of Government Communication
- The Role Model Category

### Where can we get the latest updates of the award fourth cycle?

All updates will be announced through the official website of the university in the award section.

The website of the award is as follows: <https://www.uaeu.ac.ae/en/chancellor/chancellorsaward/>

### How can you contact the Department of Strategy and the future?

The Strategy and future Department could be reached via the following e-mail address: [excellence.award@uaeu.ac.ae](mailto:excellence.award@uaeu.ac.ae)

Contact Numbers:

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