Institutional Excellence Manual
Chancellor's Award
for Institutional Excellence

5th Cycle 2025

UAEU جامعة الإمارات العربية المتحدة
United Arab Emirates University

Award Criteria:
College/ Department/ Research Center

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First Pillar:

Vision Realization

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Vision Realization (40%)

The First Pillar comprises Four Criteria that emphasize the ultimate purpose of the UAEU to enhance the wellbeing of the nation and promote sustainable development. It highlights the importance of setting and delivering agile strategies and functions to realize the UAEU vision, national agenda, sustainable development, ensure future readiness, and enhance the competitiveness of the nation.

- **First Criterion: Enhancing Wellbeing**
- **Second Criterion: Future Readiness**
- **Third Criterion: Strategic Direction and Competitiveness**
- **Fourth Criterion: Main Functions**
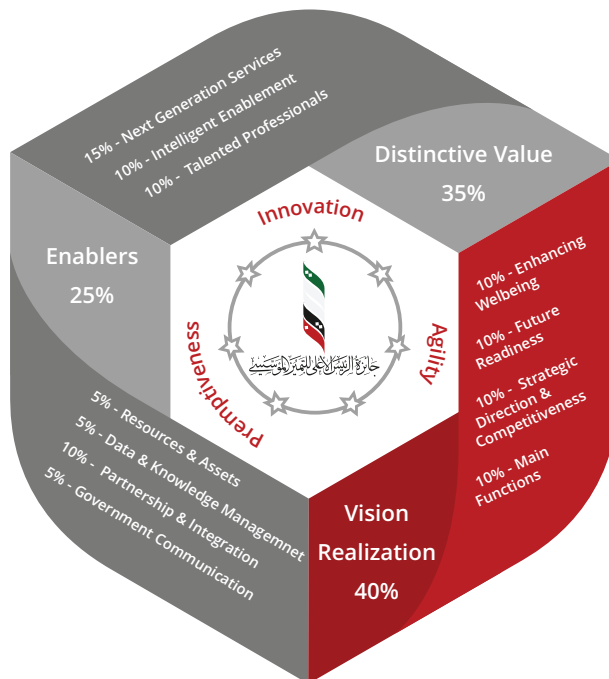
1.1 First Criterion: Enhancing Wellbeing (10%)

The leading Colleges, Departments and Research Centers places the wellbeing of customers and citizens at the heart of everything it does. Its leadership plays a crucial role in inspiring wellbeing and aligning the College/Department/Research Center vision and strategies with their wellbeing aspiration and SDGs.

The leading Colleges, Departments and Research Centers translates the wellbeing orientation into practice through developing and deploying all the essential capabilities at the core in its main functions to enhance the rendered value and deliver positive impact to citizens and community. It pursues creating seamless cohesion and synergy between all government entities across the whole ecosystem to ensure alignment and collaboration of efforts to deliver university wellbeing.

Main Relevant Principles are:
- Wellbeing and Sustainable Development Orientation
- Wellbeing and Sustainable Development Practices
- Integration and Partnerships for Holistic Wellbeing and Sustainable Development

*Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the University wellbeing and sustainable development.

1.2 Second Criterion: Future Readiness

The leading Colleges, Departments and Research Centers entity builds preemptiveness, agility and resilience into its strategies, policies and capabilities to ensure future readiness. It is not only able to adapt to meet the changes within its environment, but it is also able to anticipate and understand relevant future trends, recognize their implications and potential impact, and utilize predictive analysis to generate insights that enable better decision making.

The leading Colleges, Departments and Research Centers entity plans multiple alternative scenarios and integrates them within the strategies to exploit opportunities and manage possible risks, uncertainties and disruptions before others, thus maintaining a leading position. It ensures agility be renovating its business model to accommodate future advancements beyond the current capabilities.

Main Relevant Principles are:

- Future Foresight
- Risk Management and Resilience
- Predictive Analysis and Insight
- Scenarios
- Future Ready Projects

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:

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1.3 Third Criterion: Strategic Direction and Competitiveness

The leading Colleges, Departments and Research Centers continues to pioneer, transform and disrupt with novel thinking, and ensure sustainable development.

It has a clear understanding of its core purpose and contribution to the university's long-term vision and strategic objectives, national agenda, and SDGs. It crafts agile strategies that define what "success" means. Its strategies set clear outcomes and initiatives to deliver distinctive value, attain competitive performance and leading positions, and ultimately enhance the national wellbeing, and secure sustainable development.

The Leading Colleges, Departments and Research Centers aligns all the capabilities, operations and resources to ensure dependable and quality delivery of the strategy with optimal use of resources, constant innovation and effective collaboration with stakeholders.

Main Relevant Principles are:

- The UAE Centennial 2071
- We The UAE 2031
- SDGs
- Leading Position and Competitiveness
- Strategies
- Delivery (Initiatives and Plans)
- Transformational Projects

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:

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1.4 Fourth Criterion: Main Functions

The leading Colleges, Departments and Research Centers focuses on creating the right business model to achieve its strategy. It continually assesses the relevance and effectiveness of the current operating model, and is able to introduce new work models, systems and functions to disrupt the conventional or ineffective methods and ensure rapid pace of achievement and better response to potential or emerging challenges.

Effective business models enable the Colleges, Departments and Research Centers to develop preemptive policies and legislations to fulfil the mandate, and devise agile organizational structures that support the delivery of strategy, and establish robust governance that promotes integrity, accountability, transparency and confidence for all stakeholders.

Main Relevant Principles are:
- Policies, Laws and Regulations
- Organizational Structure and Responsibilities
- Governance
- Business Model
- Speed of Action

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:

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Second Pillar:

Distinctive Value

Second Pillar:

Distinctive Value (35%)

The Second Pillar comprises Three Criteria that place services at the heart of the government core business. It focuses on the importance of delivering distinctive value through providing proactive, innovative, personalized and seamless services. This new generation of services is enabled by the intelligent use of digital transformation, the leverage of partnerships, and the creative potential of human capital and their unique talents to design and deliver distinctive services that delight customers and elevate competitive performance.

- **Fifth Criterion: New Generation Services**
- **Sixth Criterion: Intelligent Enablement**
- **Seventh Criterion: Talented Professionals**
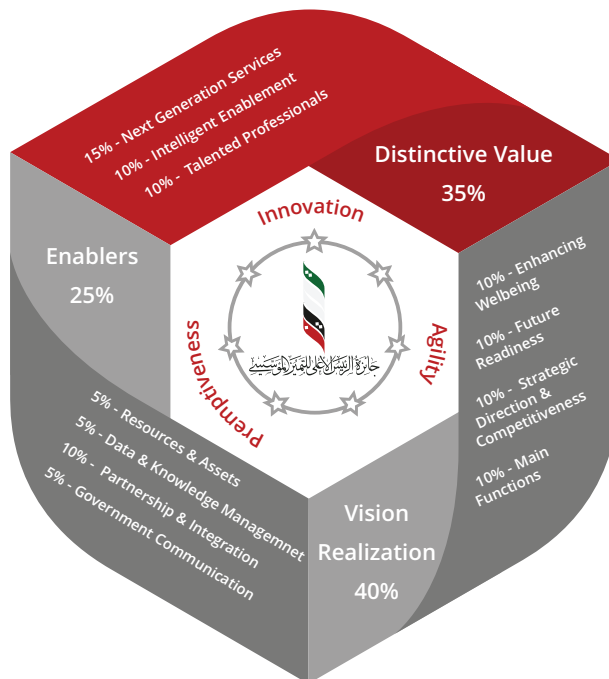
2.1 Fifth Criterion: New Generation Services

The leading Colleges, Departments and Research Centers designs and delivers unique value proposition that is primarily driven by a human centric mindset. It continually seeks to understand current and future customers' needs and expectations.

The leading Colleges, Departments and Research Centers actively engages the relevant stakeholders in co-creating, co-designing and co-producing proactive, innovative and seamless services and it constantly seeks to enhance customer experiences through leveraging partnerships and exploiting the full potential of digital enablement.

Main Relevant Principles are:
- Human Centricity
- Customer – Stakeholder Engagement (Co-create, Co-design and Co-production)
- Proactive Services
- Seamless Customer Experience
- Digital by Default

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the University wellbeing and sustainable development.

2.2 Sixth Criterion: Intelligent Enablement

The Leading Colleges, Departments and Research Centers explores, experiments and exploits the potential of relevant future technologies such as Artificial Intelligence, Robots, Blockchain to provide distinctive value in a sustained and efficient manner.

The leading Colleges, Departments and Research Centers optimizes the utilization of the digital infrastructure to nurture partnerships, minimize resources' consumption, maximize the return on investment, and ultimately to enhance the services' provision and elevate customer happiness.

Main Relevant Principles are:
- Emerging Technologies (Artificial Intelligent, Blockchain, Robots, ….)
- Digital Infrastructure and Technology

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the national wellbeing and sustainable development.

2.3 Seventh Criterion: Talented Professionals

The leading Colleges, Departments and Research Centers recognizes that its human capital is key for ongoing success. It explores the potential and future skills of its people and capitalizes on their talents to deliver distinctive value to customers and stakeholders.

The leading Colleges, Departments and Research Centers nurtures the skills and competencies of people through engagement, enabling empowerment and proving opportunities for lifelong learning. It thrives to build a happy workplace and emphasizes that employee wellbeing is vital to delivering high performance outcomes and achieving the wellbeing of the community.

Main Relevant Principles are:
- Human Capital
- Future Jobs and Skills
- Wellbeing at the Workplace
- Life Long Learning
- Talent Empowerment

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the University wellbeing and sustainable development.

Third Pillar:

Enablers

Third Pillar:

Enablers (25%)

The Third Pillar comprises Four Criteria that emphasize the importance of integration and collaborative partnerships with stakeholders across the ecosystem in order to leverage all potential capabilities necessary to deliver distinctive and sustainable value and positive impact on the national wellbeing. Embracing the ecosystem is vital to ensure the efficient and effective management of tangible and intangible resources including data and knowledge, and to harness their optimum return on investment.

- **Eight Criterion: Resources and Assets**
- **Ninth Criterion: Data and Knowledge Management**
- **Tenth Criterion: Partnership and Integration**
- **Eleventh Criterion: Government Communication**
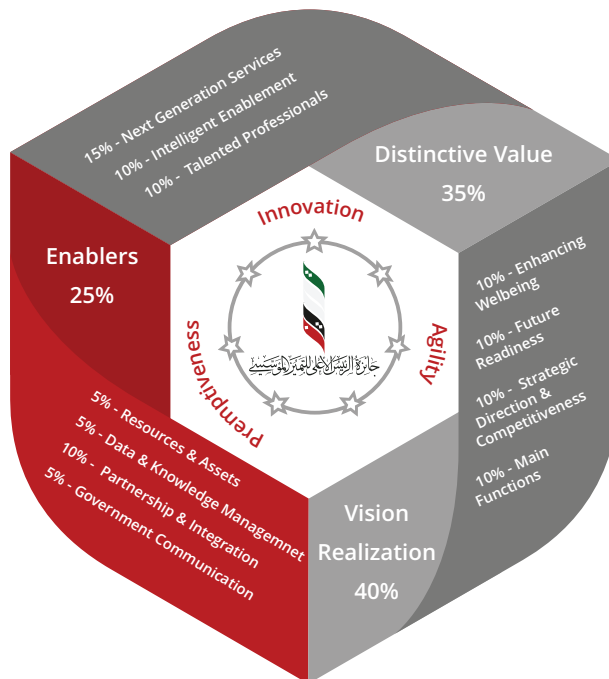
3.1 Eight Criterion: Resources and Assets

The leading Colleges, Departments and Research Centers optimizes the use of its tangible and intangible resources to support the efficient delivery of strategy and services' provision. It effectively manages its human resources, financial and non-financial resources to optimize the return on these strategic investments.

The leading Colleges, Departments and Research Centers assesses its current levels of resources utilization and forecasts the future demand on its resources and assets to assure sustainability, efficiency and productivity. It effectively collaborates with stakeholders to leverage all the resources available within the ecosystem in order to maximize the impact of all its activities and achieve sustainable superior performance outcomes.

Main Relevant Principles are:
- HR Management
- Optimum Utilization of Resources (Financial and Non-Financial)
- Asset Management

*Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the University wellbeing and sustainable development.

3.2 Ninth Criterion: Data and Knowledge Management

The leading Colleges, Departments and Research Centers collects and analyses relevant, reliable, quality and timely data from multiple internal and external sources including big data and open data. It consolidates and manages data, information and knowledge to gain insights that enables better decision making at all levels.

The leading Colleges, Departments and Research Centers is data driven, it applies data analytics to monitor performance against strategy, develop future scenarios, seize emerging opportunities, mitigate future risks, optimize the value proposition and ultimately to enhance wellbeing and promote sustainable

development. It builds the capacity for exchanging knowledge and successful practices with stakeholders across the ecosystem to enhance organizational performance and generate additional value on the national and international levels.

Main Relevant Principles are:
- Colleges, Departments and Research Centers Data
- Big Data
- Open Data
- Leverage Data
- Knowledge Management
- Exchange Practices

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
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3.3 Tenth Criterion: Partnerships and Integration

The leading Colleges, Departments and Research Centers recognises the importance of partnerships and integration in order to enhance university national wellbeing and sustainable development. It builds long-term collaborative partnerships with all stakeholders on the basis of continued commitment, trust and mutual benefits in order to enhance vision realization and value proposition.

Main Relevant Principles are:
- Commitment to Continuity
- Building Trust
- Value Sharing and Mutual Benefits

* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
The results and impact of this criterion should refer to relevant measurements which monitor the key outcomes that are delivered efficiently, and to demonstrate performance excellence that leads to competitive results and positive impact on the University wellbeing and sustainable development.

3.4 Eleventh Criterion: Government Communication

The leading Colleges, Departments and Research Centers establishes effective outreach activities that promote its initiatives and programs, and utilizes social media channels and media messages to support its strategies and the priorities and directions.

The leading Colleges, Departments and Research Centers establishes open communication and feedback channels to stimulate an ongoing positive dialogue with the community, it responds rapidly and effectively in crisis times to halt the escalation of negative tonality in various media channels.

Main Relevant Principles are:
•   Government Outreach (Marketing)
•   Social Media
•   Media Messages
•   Media Crisis Management
* Colleges, Departments and Research Centers can add additional principles when applicable.

Results and Impact:
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