



وزارة التعليم العالي
والبحوث العلمي

MINISTRY OF HIGHER EDUCATION
& SCIENTIFIC RESEARCH



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حوار "مستقبل التعليم العالي في الإمارات"

نوفمبر 2024 November 2024

Dialogue

"Future of Higher Education in the UAE"

UNITED ARAB EMIRATES
MINISTRY OF HIGHER EDUCATION
& SCIENTIFIC RESEARCH



الإمارات العربية المتحدة
وزارة التعليم العالي
والبحوث العلمي

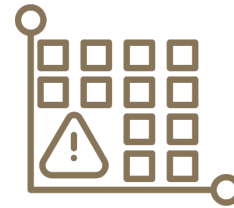
Evaluation Framework for Universities and Risk Matrix

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Outcome Based Evaluation Framework

- Outcome based KPIs & weights
- Thresholds of high, medium & low performance
- Normalization and aggregation methodology
- Data collection process



Compliance Monitoring

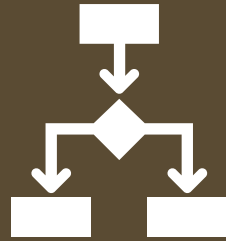
- Risk matrix
- Inspection framework & coordination



Enforcement

- Penalty matrix

Outcome Based Evaluation Framework: 3 key questions for the outcome-based evaluation framework



What outcomes should universities be measured on?



How do we define high, medium and low performance?



How will data be collected?

Outcome-Based Evaluation Framework Overview: 6 pillars have been identified to assess Institution outcomes



Outcome-based evaluation framework (OEF)

	1. Employment Outcomes	2. Learning Outcomes	3. Industry Collaboration	4. Research Outcomes	5. Reputation	6. Community Engagement
	Measures the ability of graduates to find high quality jobs, and advance within them	Measures quality & alignment of learning outcomes & skills acquisition	Measures the effectiveness of partnerships efforts on employability & research	Measures the extent & quality of academic & applied research	Measures how well regarded the university is globally & locally	Measures whether the university impacts society as a whole
Weight	25%	25%	20%	15%	10%	5%



Recommended framework

1. Employment Outcomes | 2 KPIs | Recommended total weight: 25%

KPI	Description	Weighting
1.1 Employment Rate (%)	Percentage of students who got full time employment or enrolled in further education within 1 year of graduation	80%
1.2 Employment Rate In Relevant Jobs (%)	Percentage of graduates employed in jobs relevant to their specialization within 1 year of graduation	20%



Recommended framework

2. Learning Outcomes

6 KPIs

Recommended total weight: 25%

KPI	Description	Weighting
2.1 External Validation Rate (%)	Percentage of student assessments determined by external verifiers as meeting quality standards, aligning with grading criteria & NQF levels, and are competency-based	30%
2.2 Retention Rate (%)	Percentage of first-year students who return for their second year	20%
2.3 Employer Feedback In work placements	The average rating by companies of skills & readiness of interns or apprentices upon work placement completion	10%
2.4 Employer Feedback In Employment	The average rating by companies of skills & readiness hired graduates	10%
2.5 Success Rate in Licenses & Certifications (%)	Success rate of students in obtaining required occupational licenses, professional exams or industry-specific certifications	20%
2.6 Student Satisfaction with Learning Experience	The average rating by students of their satisfaction with learning experience & skills acquired	10%



Recommended framework

3. Industry Collaboration

4 KPIs

Recommended total weight: 20%

KPI	Description	Weighting
3.1 Job offer post work-placement (%)	Percentage of students who received a return offer after completing a work placement, against the total number of students who participated in work placements	40%
3.2 Student Participation Rate in Work Placements (%)	Percentage of students who have participated in work placements (internships, apprenticeships etc.)	30%
3.3 Joint Industry Courses (%)	Percentage of courses delivered in partnership with industry	15%
3.4 Industry Contributions (AED)	Total monetary contributions received from industry partners, including endowments, donations, funding, and other revenue sources	15%



Recommended framework

4. Research Outcomes

6 KPIs

Recommended total weight: 15%

KPI	Description	Weighting
4.1 Publication Ratio	The average number of publications per faculty	20%
4.2 Field-Weighted Citations Ratio	Field-Weighted Citations Ratio per faculty	25%
4.3 Joint Industry Research (%)	The percentage of university research projects funded or co-funded or performed in collaboration with industry partners	15%
4.4 Student Participation Rate in Research (%)	Percentage of students actively involved in research projects	20%
4.5 Impact Of Research (%)	Percentage of research projects that led to either social impact (e.g., policy changes, societal benefits) or commercialization outcomes (e.g., licensing agreements, spin-off companies)	10%
4.6 Awarded Intellectual Property (IP) (#)	The number of intellectual property assets secured by the university, including patents, trademarks, utility models, and other IP types	10%

Recommended framework

5. Reputation

4 KPIs

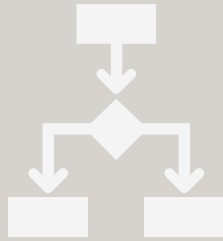
Recommended total weight: 10%

KPI	Description	Weighting
5.1 Global University and Subject Rankings (#)	University and subjects rank in global ranking systems, such as QS or Times Higher Education	30%
5.2 International Accreditation Status (#)	The number of active international accreditations held by the institution and/or its individual programs	30%
5.3 Student Participation Rate in International Dual Degrees (%)	Percentage of students enrolled in dual degree programs with international universities	20%
5.4 International Research Collaboration (%)	Percentage of research projects which involve an international partner	20%

Recommended framework
6. Community Engagement | 2 KPIs | Recommended total weight: 5%

KPI	Description	Weighting
6.1 Academic events with Student Participation (#)	Number of conferences, symposiums & other academic events organized, co-hosted, or hosted by the institution that included active participation from students	60%
6.2 Events & initiatives for the Community (#)	Number of educational events, initiatives and programs done in partnership with, or for the community (including volunteering initiatives, free upskilling courses, cultural events, public lectures, etc.)	40%

Outcome Based Evaluation Framework: 3 key questions for the outcome-based evaluation framework



What outcomes should universities be measured on?

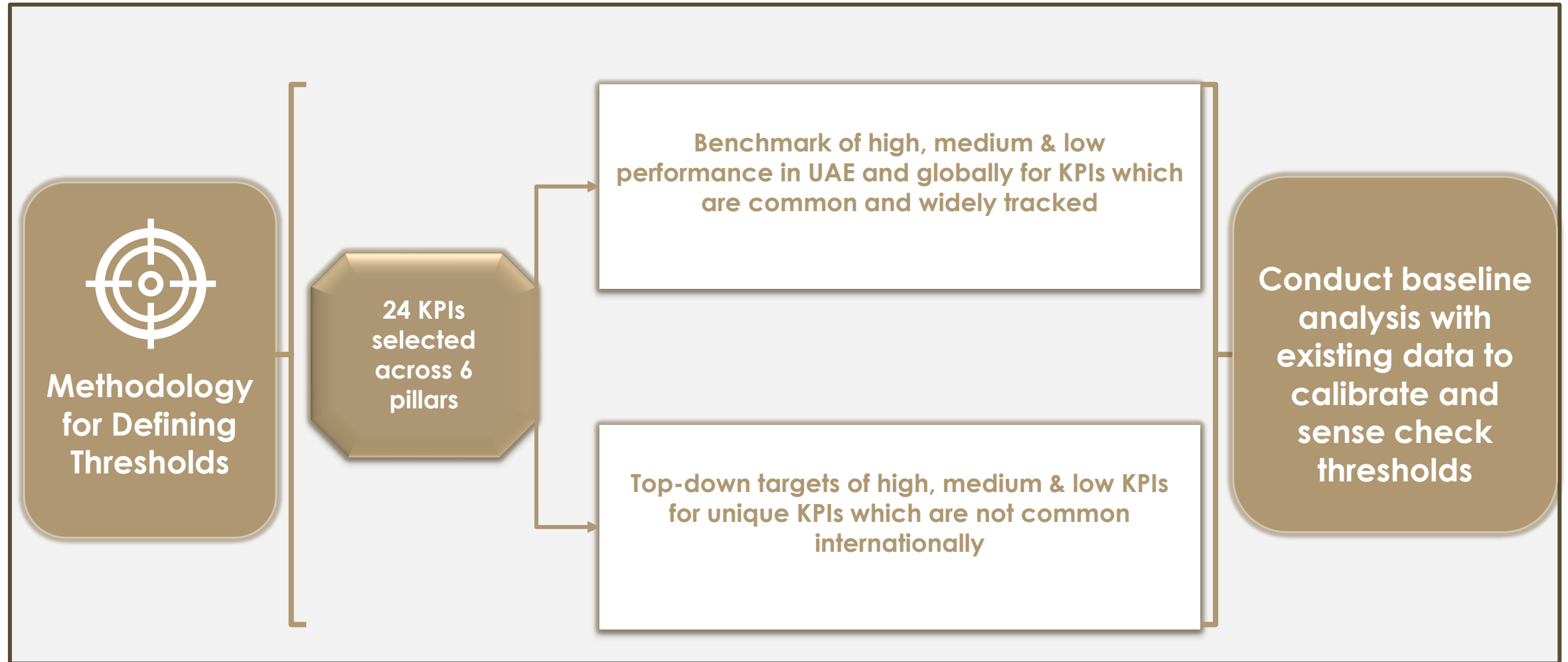


How do we define high, medium and low performance?





How will data be collected?

Threshold Methodology: Performance thresholds to define high, medium & low performance identified either based on benchmarks or top-down targets



Performance thresholds: We have developed thresholds across all 24 KPIs (1/4)



Pillar	KPI	Does it apply at the institution or at the program level ?	Method to define threshold	Suggested Performance Threshold		
				High	Med	Low
 1. Employment Outcomes	1.1 Employment Rate (%)	Both	Benchmark	85% +	65%-85%	<65%
	1.2 Employment Rate In Relevant Jobs (%)	Both	Top-down	75%+	75%-40%	<40%
 2. Learning Outcomes	2.1 External Validation Rate (%)	Both	Top-down	85%+	85%-60%	<60%
	2.2 Retention Rate (%)	Both	Benchmark	90%+	90%-80%	<80%
	2.3 Employer Feedback in Work Placements (score out of 5)	Both	Top-down	4+	4-2.5	<2.5
	2.4 Employer Feedback in Employment (score out of 5)	Both	Top-Down	4+	4-2.5	<2.5


Performance thresholds: We have developed thresholds across all 24 KPIs (2/4)



Pillar	KPI	Does it apply at the institution or at the program level ?	Method to define threshold	Suggested Performance Threshold		
				High	Med	Low
2. Learning Outcomes	2.5 Success Rate in Licenses & Certifications (%)	Both	Benchmark	80%+	80%-50%	<50%
	2.6 Student Satisfaction with Learning Experience (score out of 5)	Both	Top-down	4+	4-2.5	<2.5
3. Industry Collaboration	3.1 Job offer post work-placement (%)	Both	Benchmark	70%+	70%-50%	<50%
	3.2 Student Participation Rate in Work Placements (%)	Both	Benchmark	80%+	80%-50%	<50%
	3.3 Joint Industry Courses (%)	Both	Benchmark	40%+	40%-15%	<15%
	3.4 Industry Contributions (AED)	Institution	Top-down	AED 50M+	AED 50-10M	<10M



Performance thresholds: We have developed thresholds across all 24 KPIs (3/4)



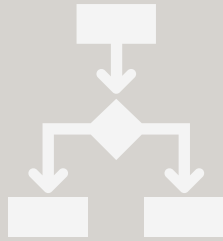
Pillar	KPI	Does it apply at the institution or at the program level ?	Method to define threshold	Suggested Performance Threshold		
				High	Med	Low
 4. Research Outcomes	4.1 Publication Ratio (# yearly)	Institution	Benchmark	2+	1.9-0.5	<0.5
	4.2 Field-Weighted Citations Ratio (# yearly)	Institution	Benchmark	1+	0.8-1	<0.8
	4.3 Joint Industry Research (%)	Institution	Top-down	50%+	50%-20%	<20%
	4.4 Student Participation Rate in Research (%)	Institution	Top-down	30%+	30%-15%	<15%
	4.5 Impact Of Research (%)	Institution	Top-down	25%+	25%-10%	<10%
	4.6 Awarded Intellectual Property (IP) (#)	Institution	Top-down	5+	1-5	0

Performance thresholds: We have developed thresholds across all 24 KPIs (4/4)



Pillar	KPI	Does it apply at the institution or at the program level ?	Method to define threshold	Suggested Performance Threshold		
				High	Med	Low
 5. Reputation	5.1 Global University and Subject Rankings (#)	Both	Top-down	<300	300-600	>600
	5.2 International Accreditation Status (#)	Institution	Top-Down	2+	1	0
	5.3 Student Participation Rate In International Dual Degrees (%)	Institution	Top-Down	10%+	10%-5%	<5%
	5.4 International Research Collaboration (%)	Institution	Top-down	25%+	25%-10%	<10%
 6. Community Engagement	6.1 Academic events with Student Participation (#)	Institution	Top-down	10+	10-5	<5
	6.2 Events & initiatives for the Community (#)	Institution	Top-down	10+	10-5	<5

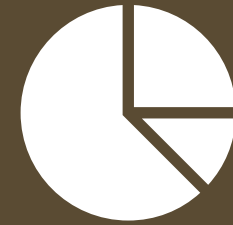
Outcome Based Evaluation Framework: 3 key questions for the outcome-based evaluation framework



What outcomes should universities be measured on?

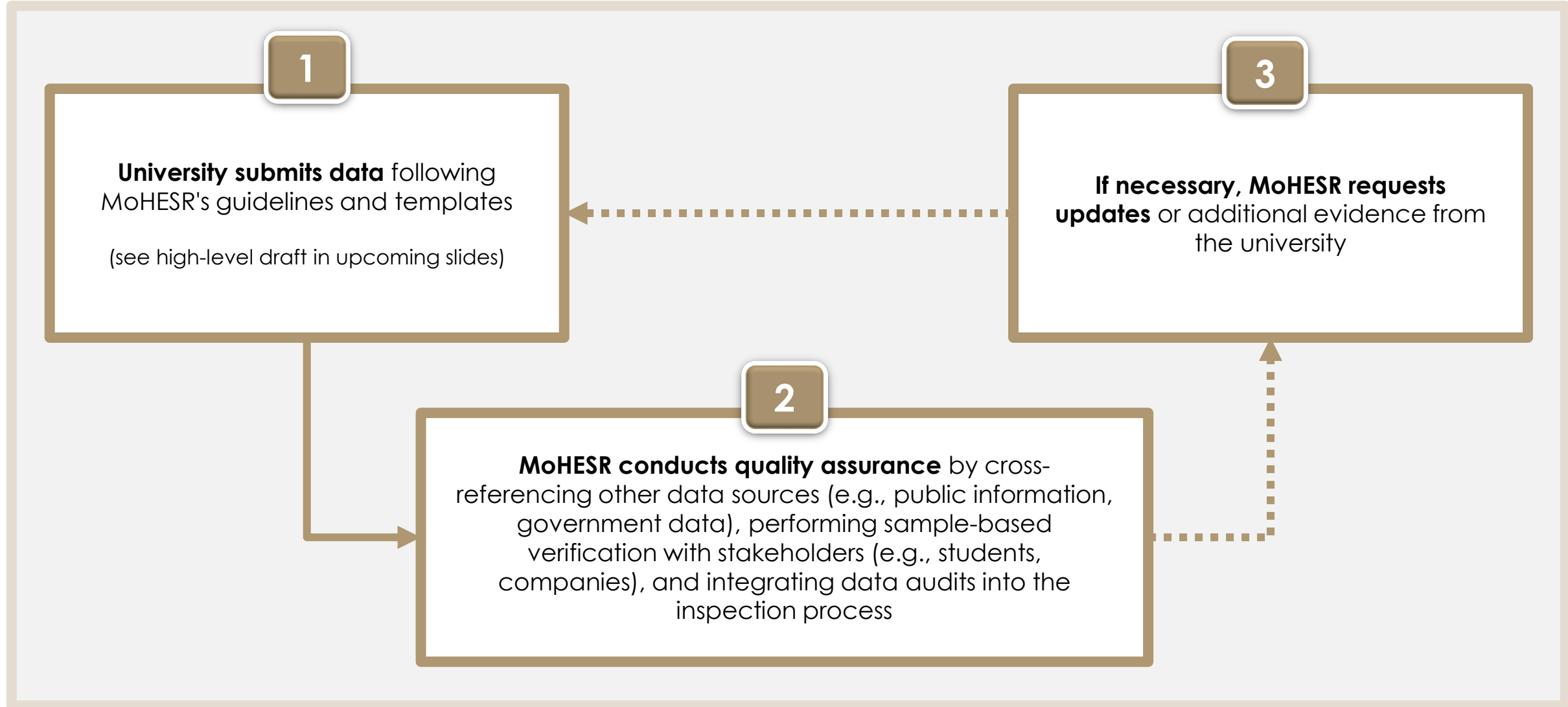


How do we define high, medium and low performance?



How will data be collected?

Data Collection Process: Data collection process emphasizes university ownership, with data quality validation by MoHESR





Data Collection Guidelines: All 24 KPIs have specific guidelines for data collection (1/4)

Requirements will be detailed in templates at a later stage

Tool expected to be used by universities to ensure consistency

Backup evidence that the university should be ready to provide on demand

Pillar	KPI	Data Collection Tools by university	Backup evidence by university on demand from MoHESR
1. Employment Outcomes	1.1 Employment Rate (%)	Representative Survey	<ul style="list-style-type: none"> Raw survey data files with unfiltered responses and metadata Contact list of employers for employed alumni List & contact details of alumni surveyed
	1.2 Employment Rate In Relevant Jobs (%)		
2. Learning Outcomes	2.1 External Validation Rate (%)	External Reviewer	<ul style="list-style-type: none"> External reviewer detailed report Sample of assessments checked by the external reviewer
	2.2 Retention Rate (%)	Enrollment records in university system	<ul style="list-style-type: none"> Yearly enrollment records List of students & contact details of students who withdrew & those who were retained
	2.3 Employer Feedback In work placements	Standardized work placement Assessment Form	<ul style="list-style-type: none"> List of internship supervisors / companies with contact details Assessment forms
	2.4 Employer Feedback In Employment	Representative Survey	<ul style="list-style-type: none"> Raw survey data files with unfiltered responses and metadata Contact list of employers
	2.5 Success Rate in Licenses & Certifications (%)	Administrative tracking	<ul style="list-style-type: none"> List & contact of students who attempted the licensing and certifications exams and the result (passed or failed)

KPI Collection Guidelines: All 24 KPIs have specific guidelines for data collection (2/4)




Requirements will be detailed in templates at a later stage

Pillar	KPI	Data Collection Tools by university	Backup evidence by university on demand from MoHESR
2. Learning Outcomes	2.6 Student Satisfaction with Learning Experience (score out of 5)	Representative Survey	<ul style="list-style-type: none"> Raw survey data files with unfiltered responses and metadata List & contact details of students surveyed
	3.1 Job offer post work-placement (%)	Administrative tracking	<ul style="list-style-type: none"> Database of return offer details List of contact details of employers Employer confirmation emails or letters
3. Industry Collaboration	3.2 Student Participation Rate in Work Placements (%)	Administrative tracking	<ul style="list-style-type: none"> List & contact details of participating students & employers Signed work placement agreements
	3.3 Joint Industry Courses (%)	Program curriculum	<ul style="list-style-type: none"> Course syllabi specifying which courses are delivered with industry List & contact details of the industry partners co-delivering the courses
	3.4 Industry Contributions (AED)	Administrative tracking	<ul style="list-style-type: none"> Detailed endowment agreements, transaction records, funding agreements, donations, and other revenue sources from industry partners List of contact details of industry partners

KPI Collection Guidelines: All 24 KPIs have specific guidelines for data collection (3/4)



Requirements will be detailed in templates at a later stage

Pillar	KPI	Data Collection Tools by university	Backup evidence by university on demand from MoHESR
 4. Research Outcomes	4.1 Publication Ratio (# yearly)	Administrative tracking	<ul style="list-style-type: none"> List of research projects Project agreements List & contact details of industry partners
	4.2 Field-Weighted Citations Ratio (# yearly)	Administrative tracking	<ul style="list-style-type: none"> List & contact details of the faculty involved
	4.3 Joint Industry Research (%)	Administrative tracking	<ul style="list-style-type: none"> List of research projects Project agreements List & contact details of industry partners
	4.4 Student Participation Rate in Research (%)	Administrative tracking	<ul style="list-style-type: none"> List & contact details of student involved in research projects & details on these research projects
	4.5 Impact Of Research (%)	Administrative tracking	<ul style="list-style-type: none"> List of research projects Records of policy or community initiatives or commercialization outcomes resulting from the research
	4.6 Awarded Intellectual Property (IP) (#)	Administrative tracking	<ul style="list-style-type: none"> Patent and other IP filing and award records

KPI Collection Guidelines: All 24 KPIs have specific guidelines for data collection (4/4)



Requirements will be detailed in templates at a later stage



Pillar	KPI	Data Collection Tools by university	Backup evidence by university on demand from MoHESR
 5. Reputation	5.1 Global University and Subject Rankings (#)	Publicly available data	-
	5.2 International Accreditation Status (#)	Administrative tracking	<ul style="list-style-type: none"> List of internal accreditation & granting bodies Accreditation certificate
	5.3 Student Participation Rate In International Dual Degrees (%)	Enrollment records in university system	<ul style="list-style-type: none"> List of dual degree programs & partner institutions List & contact of students attending the dual degrees
	5.4 International Research Collaboration (%)	Administrative tracking	<ul style="list-style-type: none"> List of research projects Project agreements List & contact details of international partners
 6. Community Engagement	6.1 Academic events with Student Participation (#)	Administrative tracking	<ul style="list-style-type: none"> List of conferences & other academic events that university (co)-hosted or organized with student involvement Attendance records Media/articles about the initiatives
	6.2 Events & initiatives for the Community (#)	Administrative tracking	<ul style="list-style-type: none"> List of events, initiatives & programs Attendance records Media/articles about the initiatives List of community partners if any

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Outcome Based Evaluation Framework

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Compliance Monitoring

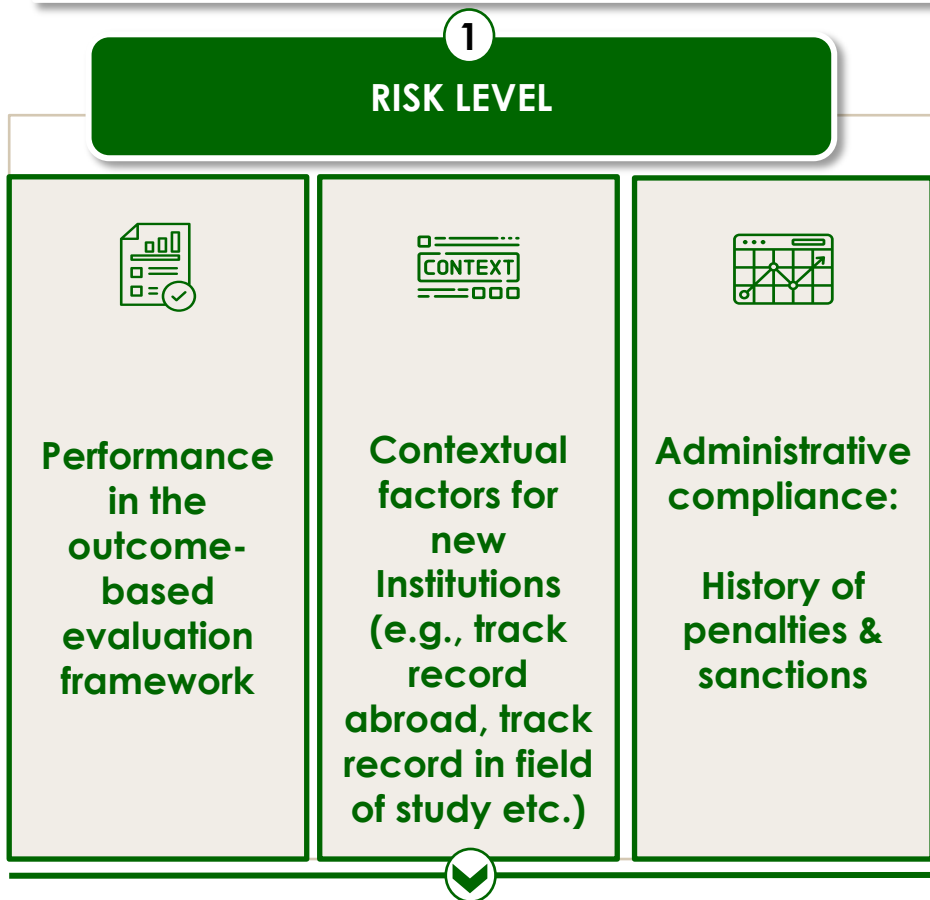
- Risk matrix
- Inspection framework & coordination

Risk Matrix: Risk engine informing processes to include 3 main pillars providing an exhaustive assessment of universities

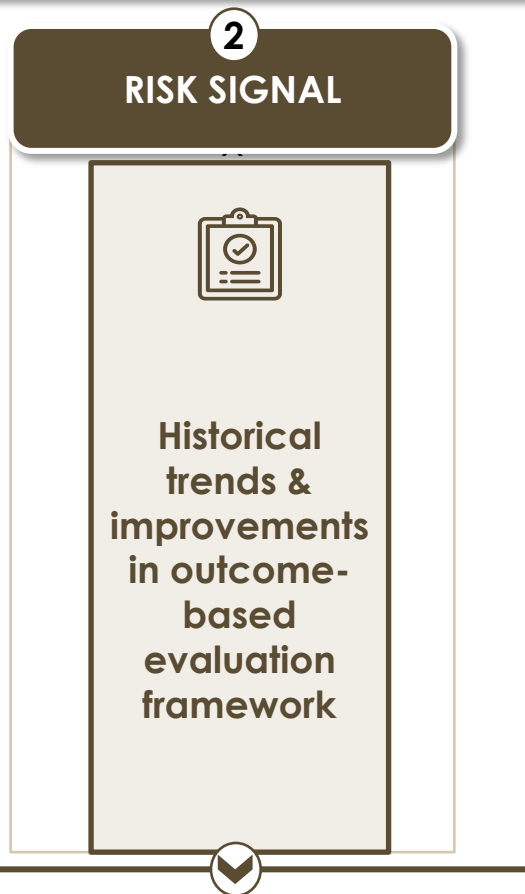


Risk engine around main pillars:

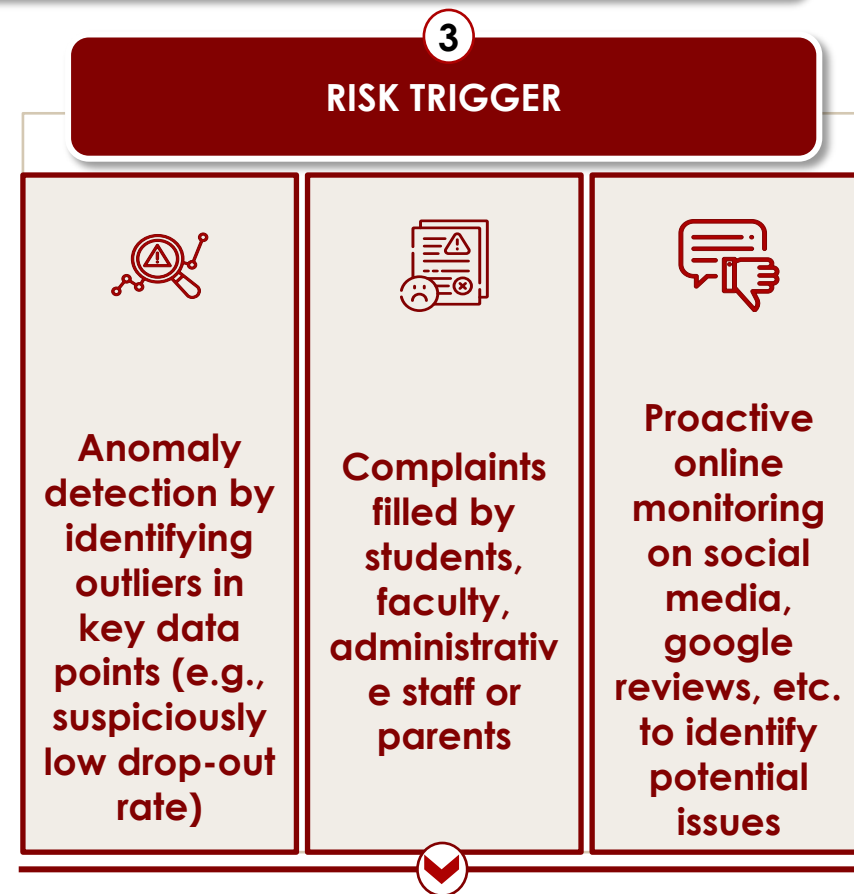
Preliminary to be further detailed



- Used to **assign risk levels** (high, medium & low)
- **Sets the frequency** of **reaccreditation cycle**
- Gets updated during **reaccreditation review**




- Used to **identify trend category** (**improving / declining**)
- Is used as a **signal** to issue warnings
- Is updated during **mid-cycle & reaccreditation reviews**




- Used to **trigger non-scheduled** checks / inspections / investigations as needed
- Updated **continuously**



Rewards and Penalties: Administrative sanctions or rewards are given dependent on performance in output KPI




Program level




Institution level

X


Actions to penalize low performers




Intake freeze




Accreditation revoked and / or not renewed




More frequent accreditation visits



Additional Requirements & scrutiny to issue new program




University not able to issue new programs anymore



Revocation of licensure / renewal denied


- Actions will be integrated in the relevant review processes and applied depending on how bad they are performing and whether they are improving or not
- Exemptions if relevant can be granted




Actions to reward high performers

✓


Actions to reward high performers




Annual program fee discount




Review fee discount



Priority status in funding or collaboration initiatives with MoHESR



Streamlined process to introduce new program



Less frequent accreditation visits

Source: Ministry of Higher Education and Scientific Research