

Mohammed Bin Rashid School of Government

Department of Strategy & Institutional Effectiveness

MBRSG Qeyas System: IE Digitizing Strategy, Risks and Quality Management

Date: 22/April/2024

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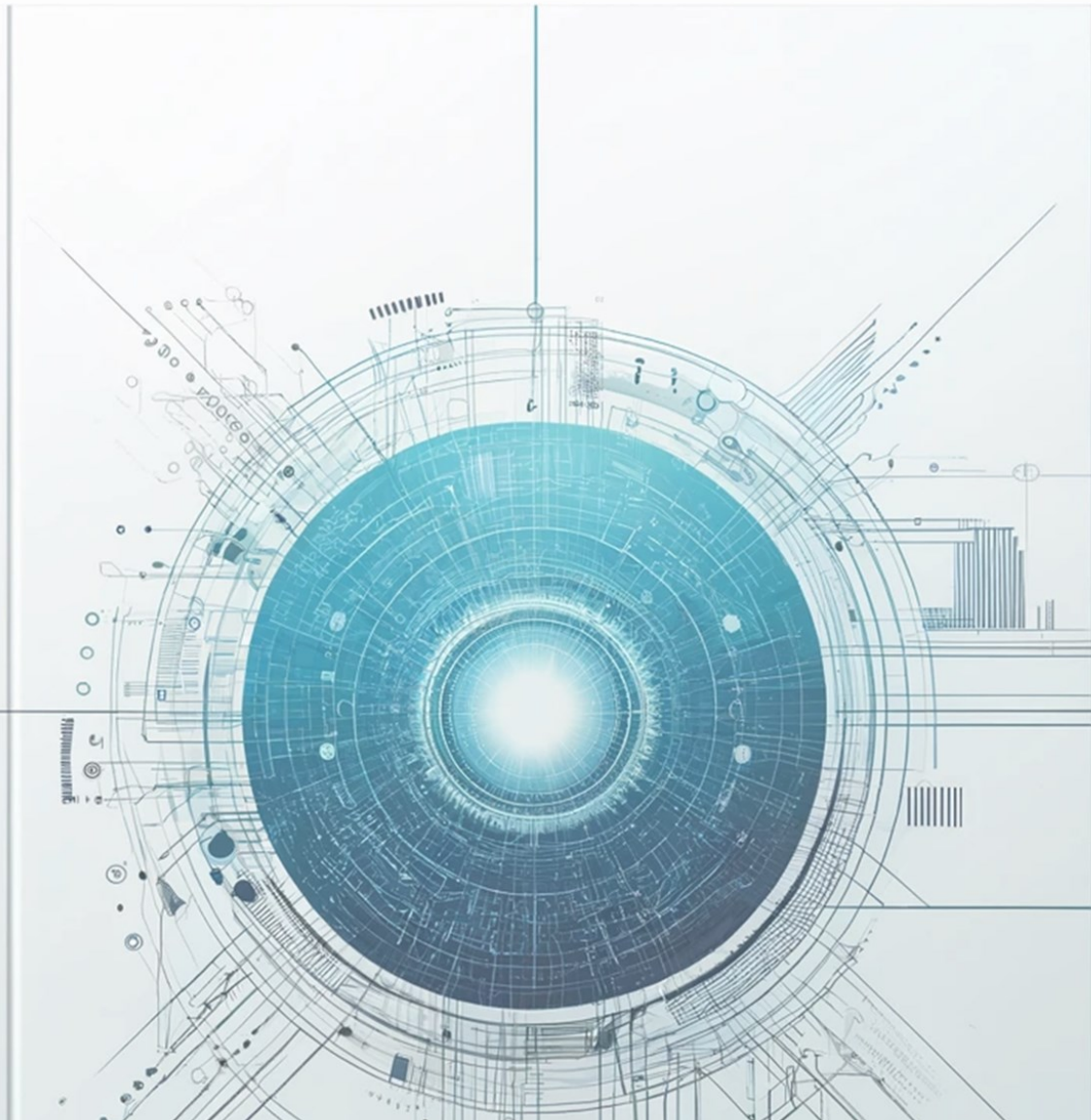


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Abstract

The report contributes toward the proposition of a new e-government maturity model that would address the limitations current practice and would support governments in developing academic sector to achieve sustainable e-services. To achieve this goal, five determinants were considered 1) a detailed process, 2) streamlined services, 3) agile accessibility, 4) use of state-of-the-art technology, and 5) trust and awareness (Joshi and Islam, 2018).

In the dynamic realm of academic administration, the quest for operational efficiency and strategic clarity remains paramount. In this paper we outline a transformative best practice implemented by MBRSG, which strengthened the institutional effectiveness activities into a unified, automated platform using the Corporater system through the Qeyas initiative. The initiative marked a departure from traditional, manual methodologies characterized by disparate data collection and long analysis processes, towards an integrated approach that leverages technology to streamline Quality Assurance operations, enhance strategic decision-making, and foster a culture of data-driven excellence.

Impact: The implementation of this initiative has yielded positive impacts across various facets of institutional operations. Notably, it has facilitated a consolidated management of data since 2016, offering unparalleled access to comprehensive insights on Academic Affairs performance, access to student satisfaction, and the record effectiveness of academic initiatives. This centralized data repository has enabled a shift towards informed Quality and Strategic planning, with real-time analytics driving improvements in academic offerings and operational efficiencies.

Key Results: The transition to an automated, system-driven approach has realized:

- A marked increase in data collection and analysis efficiency, reducing the time and resources previously expended on manual processes.
- Enhanced quality assurance mechanisms, with strategic insights informing continuous improvements in program delivery and institutional accountability.
- The establishment of a robust framework for risk management, proactive identification, and mitigation of potential challenges.
- A cultural shift within the institution towards embracing data literacy, underpinning a commitment to data generated, accountability, and continuous enhancement of academic and operational standards.

The combination of technology and strategic management summarized in this best practice offers a compelling model for academic institutions aiming to navigate the complexities of modern education landscapes. This reflection shows the transformative potential of integrating centralized data management systems, positioning them as indispensable tools for achieving institutional effectiveness and quality assurance.

Introduction

The MBRSG was launched in 2005 under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. MBRSG is the first research and teaching institution focusing on governance and public policy. The school aims to support the ongoing efforts of the public sector in the UAE and the Arab world, empower leaders to build the future by joining academic programs, attending international conferences, and learning from documented best practices, and help leaders to be part of the government agility and participate in developing innovative strategies for their sectors. MBRSG offers an integrated system of education and training programs as well as research studies. MBRSG aims to share its best practices and make them available for others to refer to and learn from the implementations.

The primary aim of our initiative is to elevate the quality of education within MBRSG by leveraging the advanced functionalities of the Corporater system. This initiative is designed to align with the strategic goals of enhancing the internal planning, streamlining operational processes, and fostering an environment of continuous improvement and innovation. We propose that the relationship between technology resources and organizational performance in governments is mediated by organizational capabilities and develop a theoretical model that delineates the paths from IT resources to organizational performance, drawing upon public-value management (Pang, Lee, and DeLone, 2014).

Initiatives Objectives

1. Enhanced Learning Outcomes by utilizing a new system for the IE & Strategy by applying the Corporater system. The system is about a comprehensive data analysis tools to closely monitor and improve Departments outcomes, tailoring educational strategies to meet diverse learning needs effectively.
2. Operational Efficiency by implementing operational KPIs tracking features to optimize resource allocation, reduce operational inefficiencies, and ensure the seamless execution of academic initiatives.
3. Risk Management is another feature in the system customized to proactively identify, assess, and mitigate operational and academic risks, ensuring the sustainability and resilience of our educational offerings.
4. Leverage the system's reporting and communication tools to enhance engagement with all stakeholders (students, faculty, staff, and external partners), providing access to performance metrics and fostering a collaborative educational ecosystem.
5. Quality assurance and compliance by using the system to streamline the collection, analysis, and reporting of data relevant to quality assurance and accreditation standards, supporting ongoing compliance with CAA requirements and facilitating a culture of excellence in education.

Impact and Implementation of Corporater Platform Phases

The implementation of software features, supported by the Corporater platform, has contributed to positive impact on MBRSG’s ability to deliver high-quality education, evidenced by improved academic data and academic reviews, enhanced operational effectiveness, and a robust framework for managing institutional risks. This initiative will also contribute to our strategic goals of achieving excellence in academic delivery, research, and community engagement.

Phase (1) Planning and System Configuration

- Conducted Needs Assessment:** Internally the IE & Strategy Team conducted an internal meetings with the stakeholders to stand on their needs and take down all the notes and shared them with the system developer. This analysis conducted to identify key areas for design and how the Corporater system's features can be tailored to address these needs.
- System Customization:** Leveraged the Corporater system's flexible configuration capabilities to customize dashboards, scorecards, and KPIs to monitor and manage educational quality and operational efficiency effectively.
- Stakeholder Training:** Organized training sessions for faculty, staff, and administrators to ensure they are proficient in using the system for data entry, analysis, and report generation.

Phase (2) Data Integration and Process Optimization

- Data Consolidation:** there were lot of data collections periods from all departments core and support, where data collected from 2015 to be able to digitize as much information as possible. Integrated data from various internal and external sources including CHEDS data into the Corporater system to create a unified platform for real-time data analysis and decision-making. See below old & new data collection methods.

KPIs	Meeting Decision 30th August 2022	Score %	Actual	Target	Owner	Department
1 Increasing corporate revenue		87.29%	8982375.59	10290000.00	Doctor Arthur King	Academic Affairs
2 Total Revenue					Doctor Arthur King	Academic Affairs
3 Efficient spending					Doctor Arthur King	Academic Affairs
4 Total Expenditure		99.33%	9388527.26	9325264.72	Doctor Arthur King	Academic Affairs
5 Valuable knowledge producer and facilitator					Doctor Arthur King	Academic Affairs
6 Number of annual module reviews		44.44%	20	45	Doctor Arthur King	Academic Affairs
7 Number of thesis projects that meet excellence requirements		200.00%	22	11	Doctor Arthur King	Academic Affairs
8 Number of Faculty Research Output in MBRSG Publications		9.52%	2	21	Doctor Arthur King	Academic Affairs
9 Number of Faculty External Publications		53.13%	17	32	Doctor Arthur King	Academic Affairs
10 Capacity developer in government leadership					Doctor Arthur King	Academic Affairs
11 Number of graduates per academic program		78.79%	130	165	Doctor Arthur King	Academic Affairs
12 Number of usable student feedback (suggestions)		78.13%	50	64	Doctor Arthur King	Academic Affairs
13 % Students Satisfaction		111.88%	89.50%	80.00%	Doctor Arthur King	Academic Affairs
14 % Employer satisfaction		125.71%	88.00%	70.00%	Doctor Arthur King	Academic Affairs
15 Designing innovative high quality courses					Doctor Arthur King	Academic Affairs
16 Number of International Scholars & Government Practitioners speaking to Students		43.75%	35	80	Doctor Arthur King	Academic Affairs
17 Enrollment growth in students and trainees					Doctor Arthur King	Academic Affairs
18 Number of withdraws from academic programs		41.18%	17	7	Doctor Arthur King	Academic Affairs
19 Number of annual New Students enrolled in MBRSG Academic Programs (TAG)		70.41%	119	169	Doctor Arthur King	Academic Affairs
20 Total number of full-tuition scholarship (internal & external)		43.46%	123	283	Doctor Arthur King	Academic Affairs
21 Developing effective policies and operating efficient processes					Doctor Arthur King	Academic Affairs
22 % Department compliance with operations audit		84.44%	76.00%	90.00%	Doctor Arthur King	Academic Affairs
23 Building Valuable and sustainable strategic alliances					Doctor Arthur King	Academic Affairs
24 Developing advance and sustainable campus facilities					Doctor Arthur King	Academic Affairs
25 Total number of information literacy sessions (awareness)		100.00%	8	8	Doctor Arthur King	Academic Affairs
26 Satisfaction on library services		107.50%	80.00%	80.00%	Doctor Arthur King	Academic Affairs
27 Effective governance and quality systems					Doctor Arthur King	Academic Affairs
28 % Compliance with Risk Management Requirements		89.49%	80.54%	90.00%	Doctor Arthur King	Academic Affairs

OLD DATA COLLECTION METHOD

Figure 1: Old data collection by excel sheet.

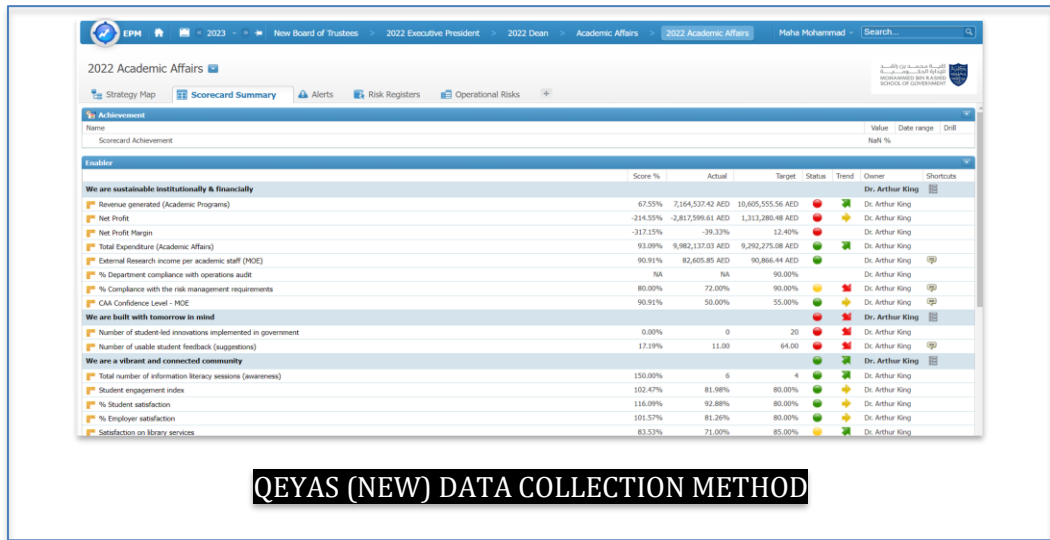


Figure 2: New data collection method via Qeyas System

- Process Reengineering:** Reviewed and redefined academic and operational processes to leverage the system's capabilities, streamlining workflows and enhancing efficiency. Reviewing the Academic Process was pre-requisite for system design. See below process re-engineering design.

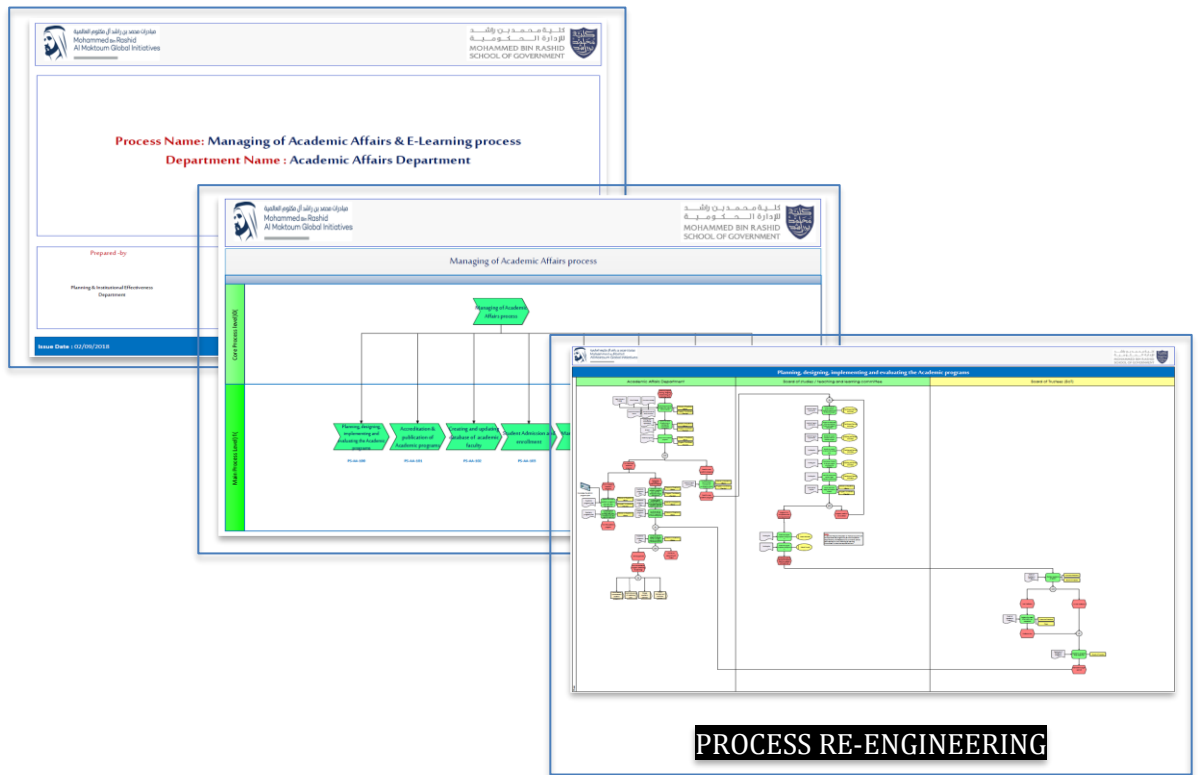


Figure 3: Process Reengineering design

Phase (3) Design Risk Management and Quality Assurance

- Risk Identification and Assessment:** Utilized the system's risk management module to identify potential risks in academic and operational areas, assessing them for probability and impact. See below old & new risk management methods.

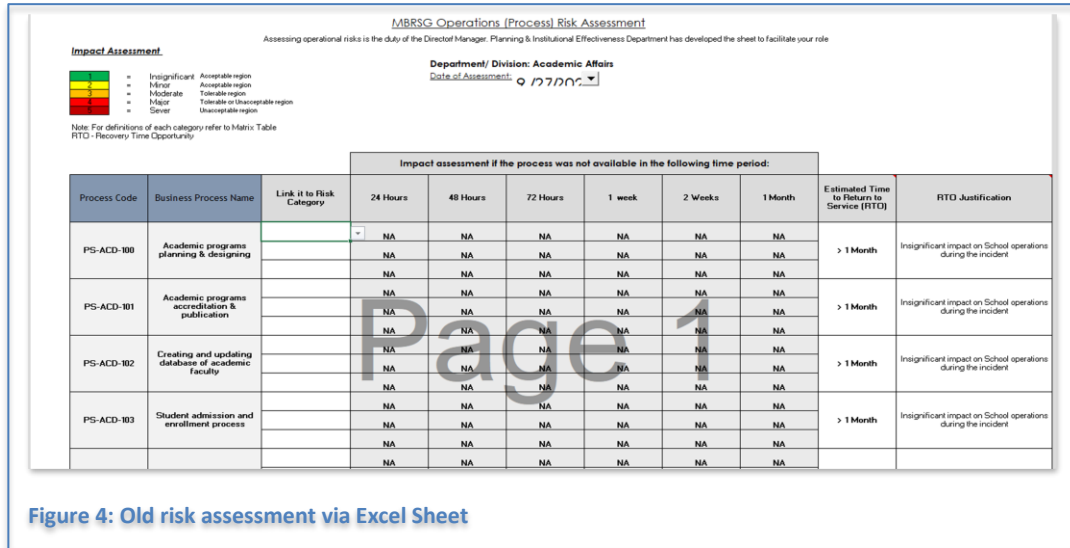
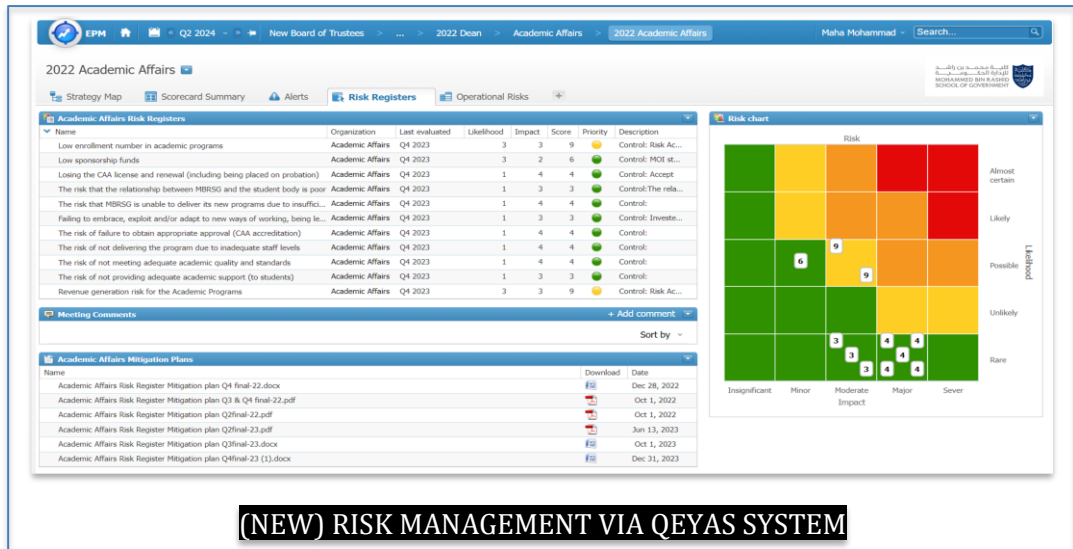


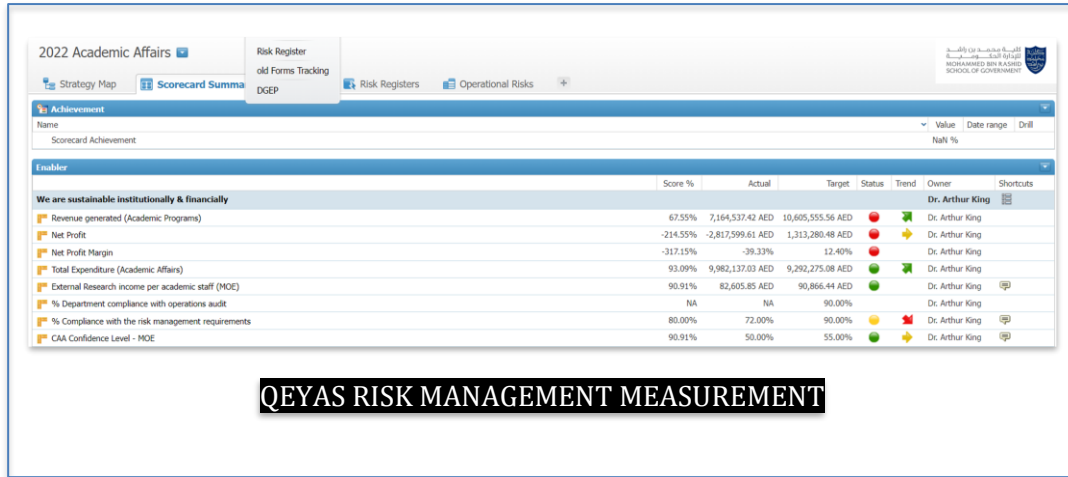
Figure 4: Old risk assessment via Excel Sheet



(NEW) RISK MANAGEMENT VIA QEYAS SYSTEM

Figure 5: New Risk Assessment and mitigation plan attachments - Qeyas System

- Quality Control Measures:** Implemented quality control protocols within the system to continuously monitor and evaluate academic dashboards (KPIs & Initiatives) against the standards and KPIs. See below KPI measurement dashboard on Qeyas System.

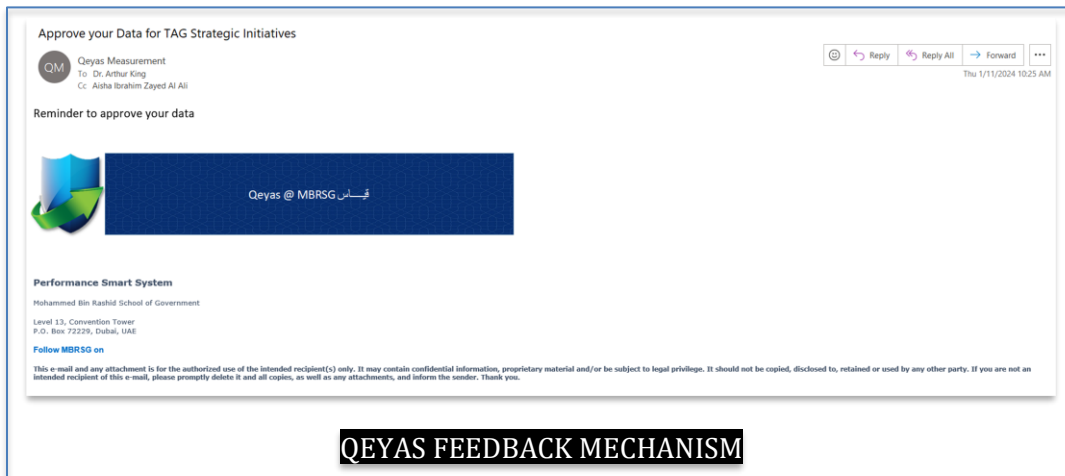


QEYAS RISK MANAGEMENT MEASUREMENT

Figure 6: Measurement, evidence and controlling via Qeyas System

Phase (4) Stakeholder Engagement and Continuous Improvement

- Feedback Mechanisms:** Established channels within the system for communication and assigned system coordinators in each department & division (Qeyas Champions) to support collaboration and data feeding into the system. Timely auto-data alert from the system started and the data collection started with the Directors, Managers and Qeyas Champions by facilitating an ongoing dialogue for improvement and data quality. See below, figure (7) Auto system request for data review and data approval to data owners.



QEYAS FEEDBACK MECHANISM

Figure 7: Qeyas Auto Data review to Data owners

- Continuous Improvement Loop:** Utilized the Corporater system's reporting and analytics tools to regularly review performance data, identify areas for improvement, and adjust

strategies accordingly. See below, figure (8), continues improvement loop used in the Qeyas system.

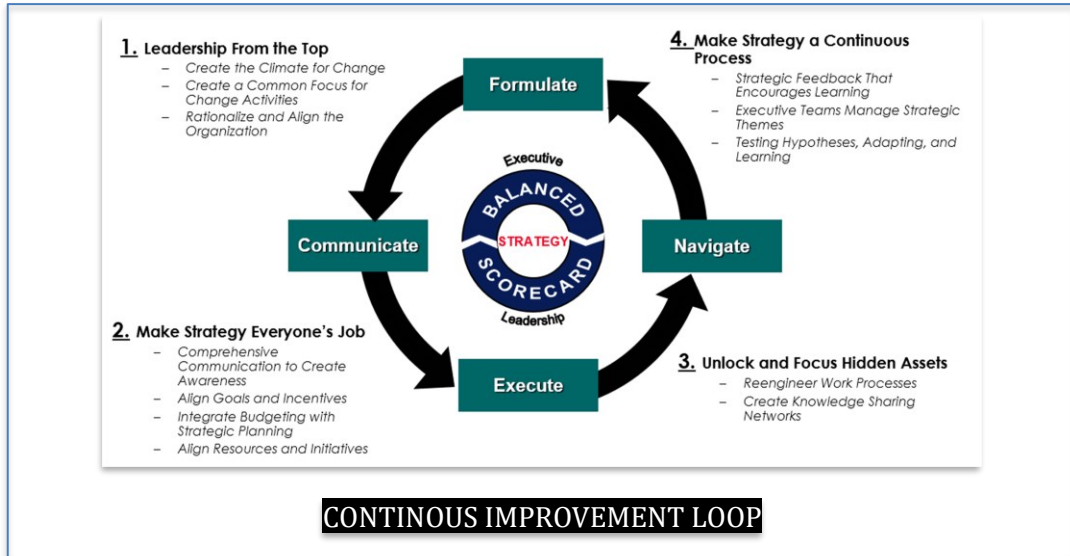


Figure 8: continues improvement loop used in the Qeyas system.

Phase (5) Documentation and Knowledge Sharing

1. **Documentation:** the system support evidence uploads with different types such as Word Doc, Excel sheets, PDFs and PowerPoints to support the department match between the result and the evidence. The IE team held lot of internal awareness and training sessions to allow the employees to learn how to support their Departments with accurate data upload, also the Qeyas implementation processes have been documents into the MBRSG Quyas user-manual, reflecting Qyeas in MBRSG performance policy and procedure to allow documenting the challenges encountered, solutions applied, and improvements observed, creating a comprehensive reference to allow the employees to refer to it whenever needed. See below documentation and knowledge sharing system.

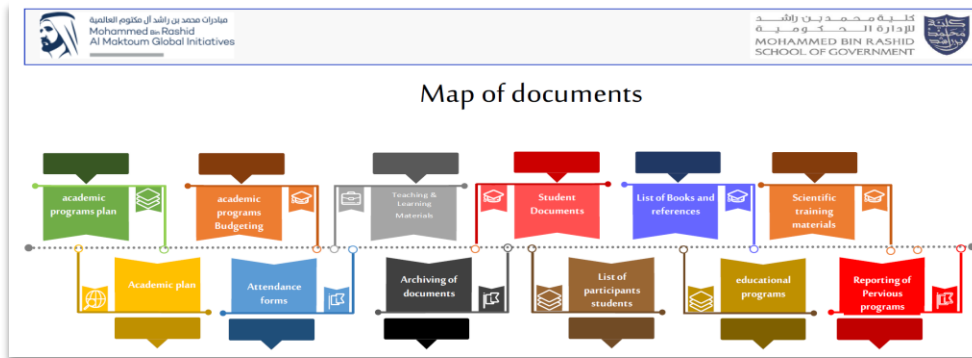



Figure 9: Map of Documents reference

Result			
Name	Value	Date range	Drill
Score %	NA	2024	
Actual	NA	2024	
Target	85.00%	2024	
Target next year	85.00%	2025	
Baseline	NA		
YTD	NA	2024	
Actual -1Y	71.00%	2023	
Actual -2Y	67.00%	2022	
Annual Target	85.00%	2024	



Supportive Documents		
Name	Download	Date
18-01-2023 Library Satisfaction results 2016 - 2022.pdf		Jan 19, 2022
18-01-2023 Library Satisfaction results 2016 - 2023.pdf		Jan 18, 2024

Figure 10: Qeyas Target description and evidence upload capability.

Phase (6) Facing Challenges and Propose Solutions

- **User Adoption:** Initially faced resistance to adopting the new system. Addressed through personalized training sessions and highlighting the system's benefits in simplifying tasks and enhancing decision-making.
- **Data Integration:** Encountered challenges in integrating disparate data sources. Overcame by employing the Corporater system's flexible data import tools and seeking assistance from Corporater's support team.

Steps and Resources

Step 1: IE Team and the role of Strategic Planning

- **Strategy Team:** Conducted brainstorming sessions and SWOT analysis with the internal stakeholders to identify strengths, weaknesses, opportunities, and threats related to academic performance and how to make operational efficiency.
- **Resources (Internal & External):** Engaged with faculty, researchers, administrators, and external consultants in a co-communication context to develop a diversified perspective on areas that desire improvement.

Step 2: System Configuration and Integration

- **Strategy Team:** Customized the Corporater system to fit our unique operational and academic monitoring needs, including setting up specific KPIs and Academic initiatives in collaboration with the Dean and the Director of Academic Affairs for performance tracking.
- **Resources:** Utilized the Corporater system documentation and support services to ensure optimal configuration. Dedicated IT team members were assigned to manage the system integration process.

Step 3: Training and Communication

- **Strategy Team:** Implemented a comprehensive awareness program for all system users to ensure proficiency in utilizing the Corporater system's features effectively.
- **Resources:** Developed training materials tailored to different user needs, facilitated by internal experts and Corporater trainers.

Step 4: Data Collection and Analysis

- **Strategy Team:** Streamlined the process of collecting and analyzing data from various sources to provide actionable insights into performance improvements.
- **Resources:** Leveraged the Corporater system's data analytics tools and integrated external data sources for a holistic view of performance metrics.

Step 5: Process Improvement and Quality Assurance

- **Strategy Team:** Applied continuous improvement methodologies (e.g., PDCA cycle) to refine academic and administrative processes based on data-driven insights.
- **Resources:** Formed quality assurance teams across departments to oversee the implementation of improvement strategies and ensure alignment with accreditation standards.

Step 6: Risk Management

- **Strategy Team:** Established a proactive risk management framework (Risk Management Policy and Risk Management Procedure) then worked with the consultant to design the system and make it ready in identifying, assessing, and mitigating risks.
- **Resources:** Integrated the Corporater risk management module with internal reporting mechanisms to facilitate real-time risk monitoring from the Qeyas Platform.

Transition from manual data to digital System

The previous manual data management characterized by extensive email communication with the directors and managers with lot of attachments of Excel Sheets. It was time consuming missing of data, excel error, man error and many excel sheets require re-design as it got damage from using. The implementation of Qeyas initiative powered by the Corporater Business Management Platform (BMP), marked a significant transformation in our approach to strategy development, performance monitoring, and data integrity.

By integrating the structured processes outlined in our internal policies with the capabilities of the Corporater system, the Qeyas initiative has advanced our strategic planning, performance monitoring, and initiative management processes. This transition has improved operational efficiency and strategic alignment and also established a strong foundation for excellence and continuous improvement in our educational offerings and Quality system. This refined analysis, rooted in MBRSG internal policies and procedures, which offers a comprehensive view of the transformative impact and outcomes of adopting the Corporater BMP through the Qeyas initiative.



Cascading and Aligning Strategy

- **Departmental Strategy Development:** Workshops with department directors were crucial in cascading the corporate strategy to develop aligned departmental strategy maps, fostering a unified strategic vision across all levels of the institution.
- **Strategic Alignment:** The Corporater BMP allowed for seamless integration and alignment of departmental strategies with the corporate strategy, ensuring all operational activities were strategically focused and linked to the school's overarching goals.

Strategic Initiatives and Continuous Improvement

- **Initiative Management:** Collecting and coding approved school initiatives within the Corporater BMP streamlined the management and tracking of strategic initiatives, ensuring alignment with our strategic objectives and priorities.
- **Stakeholder Engagement:** Publishing strategic documents and scorecards on the school's internal portal enhanced data availability and stakeholder engagement, keeping all members of the school community informed and aligned with our strategic direction.

Comparative before-and-after System Implementation

The transition to the Qeyas initiative, powered by the Corporater system, has produced improvements across all measured parameters see table (1) below. These enhancements are not just in operational efficiencies and data integrity but extend to strategic alignment, stakeholder engagement, and risk management. The comparative analysis highlights the transformative impact of adopting advanced technology solutions in educational management and operations.

SN	Aspect	Before Implementation	After Implementation
1.	Data Collection Efficiency	Relied on manual emails and Excel, requiring extensive time for compilation and analysis.	Automated data collection, resulting in a reduction in time for data compilation and processing.
2.	Data Integrity and Error Rate	High error rate due to manual entry and open periods for data alteration.	Error rate reduced with system validations and restricted data alteration capabilities.
3.	Stakeholder Engagement	Sporadic and manual feedback collection via emails and meetings.	Continuous, real-time engagement with automated feedback mechanisms in the system.
4.	Strategic Alignment and Monitoring	Challenging due to dispersed data and lack of centralized tracking.	Unified view of performance against strategic goals with real-time dashboards for comprehensive monitoring.
5.	Risk Management	Reactive approach with post-occurrence risk identification.	Proactive risk identification and management enabled by the system's risk module.
6.	Operational Efficiency	More than thirty hours per week spent on data collection and analysis.	The time Reduced to less hours per week, enhancing operational efficiency.
7.	Data Accuracy	Error rate in data reporting, with less information, in complete data due to time pressure	Significantly improving data accuracy and data collection.
8.	Stakeholder Feedback Timeliness	Limited and delayed feedback mechanism.	Increase in timely feedback on initiatives and strategies.
9.	Strategic Focus	Diffused focus due to manual processes and lack of clarity.	Enhanced clarity and focus in strategic execution.
10.	Employee Satisfaction	Lowered due to administrative burden.	Improved job satisfaction and morale among staff from reduced administrative tasks.
11.	Institutional Reputation	Impacted by data inaccuracies and operational inefficiencies.	Enhanced reputation for quality and accountability through improved data availability and accuracy.

Table 1 The comparative analysis highlights the transformative impact before and after implementation.

Discussion and Lessons Learned

The automation and centralization of institutional effectiveness activities into a single platform have revolutionized how data is managed, accessed, and utilized for strategic decision-making. This shift has not only provided academic affairs and deans with critical insights into program performance and student satisfaction but has also set a new standard for operational excellence and quality assurance within the institution. The journey underscores the transformative potential of integrating technology with strategic management processes, highlighting the critical role of data in driving institutional improvement and academic success. The integration of various institutional effectiveness activities into one comprehensive platform has significantly streamlined data management and accessibility. By centralizing data since 2016, the initiative has established a robust foundation for informed decision-making and strategic planning. This centralization provides a myriad of benefits and lessons learned, as detailed below:

Implications of Centralized Data Management

1. **Enhanced Strategic Insight:** The automation and centralization of data into one platform have empowered academic affairs and deans with unprecedented access to comprehensive insights. This holistic view facilitates a deeper understanding of program performance, student satisfaction, and the effectiveness of academic initiatives, enabling targeted improvements.
2. **Data Accessibility and Analysis:** With data from 2016 onwards now readily accessible in one location, stakeholders can efficiently extract data into Excel, generate reports, and conduct trend analysis over time. This capability has democratized data access, allowing for broader engagement with data across the institution.
3. **Improved Quality Assurance:** The platform's capability to track a wide array of metrics—from program performance to student satisfaction—has fortified the institution's quality assurance processes. It enables a more nuanced evaluation of academic offerings and student services, guiding strategic enhancements to uphold and elevate quality standards.

Lessons Learned from Automation and Centralization

1. **Significance of Data Integration:** One critical lesson is the value of integrating disparate data sources into a unified platform. This consolidation not only reduces data silos but also enhances the reliability and comprehensiveness of institutional data, supporting more coherent strategic decisions.
2. **Adaptability to Evolving Needs:** The platform's flexibility in accommodating diverse data types and reporting needs underscores the importance of adaptability in technology solutions. This adaptability ensures that as institutional priorities evolve, the platform remains a relevant and powerful tool for analysis and planning.
3. **Data Automation:** Automating data collection and reporting processes has cultivated a culture of accountability. Faculty and administrators are now better equipped with data

to support their decisions, fostering a shared responsibility for institutional effectiveness and student success.

4. **Enhanced Engagement with Data:** The ease of access to data and reporting tools has encouraged a more data-engaged institutional culture. Faculty and administrators are increasingly leveraging data to inform their work, from classroom instruction strategies to program development.
5. **Continuous Improvement as a Standard:** The platform has facilitated a shift towards a continuous improvement model, where decision-makers regularly use data insights to refine academic programs and initiatives. This ongoing cycle of evaluation and enhancement has become a standard practice, contributing to the institution's dynamic growth and quality enhancement

Conclusion and Future Directions

It becomes evident that the integration of a centralized data management system like the Corporater through the Qeyas initiative heralds a new era in academic administration. This paradigm shift streamlines institutional effectiveness activities and lays a solid foundation for informed governance, strategic agility, and continuous quality enhancement. For academic institutions on the cusp of digital transformation, the insights gleaned herein provide a strategic blueprint for navigating the complexities of such an endeavor. As we project into the future, the continuous evolution of this digital infrastructure holds the promise of unlocking unprecedented levels of institutional effectiveness and academic excellence, steering the educational landscape towards a more data-driven and accountable horizon.

The Corporater system, through the Qeyas initiative, embodies this transformation, facilitating comprehensive data management, provided strategic insights, and an institutional culture pivoting towards informed decision-making. The transition has open up a list of benefits emphasized by enhanced efficiency, profound strategic insights, and others such as 1) consolidated data management, 2) informed strategic decision-making, 3) quality assurance accountability, and 4) data engagement culture.

References

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