



Executive Summary

Renewal of Institutional Licensure Mohammed Bin Rashid School of Government (MBRSG)

Dubai

26-30 May 2024

An External Review Team (hereafter, ERT) visited the Mohammed Bin Rashid School of Government (hereafter MBRSG) from 26-30 May 2024, to evaluate the *Application* (hereafter the *Self-Study*) for Renewal of Institutional Licensure. The exit interview was held on 30 May 2024. This report presents the observations and recommendations of the ERT.

MBRSG was established in 2005 by HH Sheikh Mohammed Bin Rashid Al Maktoum, in his capacity as the ruler of Dubai. The school is currently located within the Dubai World Trade Centre (DWTC) and has advanced plans to establish a second campus nearby in the City Walk shopping area (CW). It employs 8 resident full-time academic staff. MBRSG has four academic programs: the Executive Master of Public Administration (Arabic), with 95 students (25 women, 70 men); the Master of Public Administration, with 16 students (10 women, 6 men); the Master in Innovation Management, with 17 students (10 women, 7 men) following the pausing of admission in 2022; and the Master in Public Policy, with 5 students (2 women, 3 men) also following the pausing of admission in 2022. The gender breakdown is approximately 35% male and 65% female. The overall FTE student/FTE faculty ratio for the entire institution is 16.6:1.

The *Procedural Manual for Renewal of Institutional Licensure* states that institutional licensure is “one of the ways through which the CAA and the MOE provide quality assurance for post-secondary education in the UAE.” The Mohammed Bin Rashid School of Government (MBRSG) has been in existence since 2005 and, over the course of several years, has developed robust administrative structures, policies, and practices for operating as a higher education institution in UAE. The quality and safety of facilities, administrative leadership (including in functional areas such as budgeting, facilities administration, IT, planning and institutional effectiveness, research support, and student services) reveal an institution that strives for continual improvement.

All Requirements identified in this report are important for the Renewal of Licensure effort. Requirements include but are not limited to securing the services of a well-trained and experienced dean for the school, improving documentation and clarification of teaching loads and research outputs of faculty, and improved forecasting of revenues and expenditures in future fiscal years. Various policies, procedures, forms, and handbooks require updating.

The school is preparing for a significant change in terms of the location of its most important operation—its academic program. All teaching, and hence all faculty and students, will move to Campus Walk in Dubai. The move also involves the relocation of staff who support teaching,



and the migration of teaching technology. While the City Walk relocation is the subject of a separate Substantive Change at the Institutional Level application, the two campus model is relevant to the RIL, considering, for example, RIL provisions for Multiple Campus Institutions within the UAE (Section 1.8 of Standard 1).

Considering its continual improvement ethos, the ERT expects that MBRSG can respond effectively and persuasively to the Requirements set forth in this report. The ERT wishes MBRSG much luck during a new, dynamic period in the school's evolution.

The ERT makes its requirements in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to aid the Mohammed Bin Rashid School of Government in its desired objective to license the institution.