



Executive Summary

Renewal of Licensure

INSEAD-Abu Dhabi

23 – 26 March 2014

An External Review Team (hereafter ERT) visited INSEAD in Abu Dhabi from 23rd – 26th March 2014, to review the Application for Renewal of Licensure.

INSEAD is an international business school that has three full-status campuses in Europe (Fontainebleau, France), Asia (Singapore), and the Middle East (Abu Dhabi, United Arab Emirates) and positions itself as “The Business School for the World.” The Abu Dhabi campus is an Abu Dhabi Education Council (ADEC) sponsored institution. INSEAD is an entirely independent, not-for-profit institution. The INSEAD primary campus is located in Fontainebleau, France.

INSEAD has 146 faculty members of 35 nationalities, and student participants from throughout the world. The GEMBA cohort averages around 40 students, whilst at any one time INSEAD has approximately 1300 degree participants in the MBA, Executive-MBA, specialist masters (Master in Finance and Executive Master in Consulting and Coaching for Change), and PhD programs. In addition, more than 10,000 executives participate in INSEAD’s Executive Education programs each year. The Abu Dhabi campus is a branch campus of INSEAD Singapore and was first licensed by the CAA in 2010. INSEAD received initial program accreditation for its single degree program, the Global Executive Master of Business Administration (GEMBA) in that same year. In addition to an accredited master’s program, INSEAD-Abu Dhabi offers an extensive executive education program, community seminars and works closely with the business community of Abu Dhabi.

INSEAD-Abu Dhabi has experienced considerable administrative turnover since its Initial Licensure. A by-product of such turnover is that important issues such as policy development and approval, institutional effectiveness, strategic planning, and the follow through on assessment results have not received the attention appropriate for a licensed institution in the UAE. Establishing a pathway which will provide more continuity with regard.

The Academic strength of the INSEAD, as demonstrated within the GEMBA program is rigorous, relevant and provides a balance between theory and practice. The faculty are well qualified and research active. The facilities are state of the art, and are conducive to a

collaborative teaching and learning environment. The level of students which the program attracts enhances the engagement and networking opportunities on a global platform.

The Abu Dhabi campus benefits from a high level of research support. There is a good level of interaction with the Abu Dhabi Government and business community.

The Abu Dhabi campus suffers from a chronic inability to fully document its policies and procedures. The Campus lacks an effective institutional effectiveness officer who understands the role. There are inconsistencies in the admissions process, which may lead to questions on the eligibility of some students. The ERT was concerned at the application of institutional effectiveness within the Abu Dhabi campus.

The ERT makes its recommendations in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to aid INSEAD-Abu Dhabi to establish programs that will achieve its stated objectives.