



Executive Summary
Renewal of Licensure
Jumeira University

September 9-10, 2015

A Re-Licensure Review Team (hereafter RLRT) visited Jumeira University (JU) from September 9-10, 2015 to evaluate its *Self-Study* for Renewal of Licensure. The exit briefing was held on September 19, 2019.

Jumeira University (JU) is a private higher education institution, located in the Al Quoz 4 area of Dubai, and was initially licensed in 2011. The first programs were accredited in 2012 and the University now offers programs in Business Administration (initiated in the spring, 2012), Environmental Health (fall, 2014), Healthcare Management (fall, 2014), Education (fall, 2014) and Islamic and Arabic Studies (fall, 2012). With the exception of the Islamic and Arabic studies program, all program offerings are in English medium.

The University has a student population (spring, 2015) of 223 with the majority (65%) enrolled in Islamic Studies. Twenty-three percent of the students are enrolled in the College of Business. The University is balanced in terms of gender with 112 male students and 111 female students enrolled on separate campuses. In the 2014/15 academic year, there were 15 full-time faculty.

The RLRT has been impressed by the evident commitment of JU Board of Trustees and senior management to the distinctive ethos of the University and its aspiration to achieve excellence in all activities. A positive team spirit is evident across the faculty and staff with a shared vision for the institution.

JU has submitted a well-organized *Self-Study* with appropriate Appendices in support of its application for Renewal of Licensure. The major omission from what is otherwise strong documentation and a thoughtful *Self-Study*, one that is generally responsive to the expectations outlined in the *Standards*, is the omission of a *Quality Assurance Manual*. The RLRT viewed draft documents and is assured that this is close to publication and will be submitted in the institutional response. Other than this significant omission, there are a number of institutional documents that would benefit from a more critical review and proof-reading prior to publication and this task should be assigned as a formal responsibility to the relevant office.

Policies are largely in place across all institutional activities but generally require more detail

and development of associated procedures. The universal problem of plagiarism requires a robust procedure to accompany the stated principles of this policy.

As the institution grows in terms of program offerings and enrolments, it is clearly struggling in key areas to recruit adequate full-time faculty with the appropriate terminal qualifications. The problem is compounded by a misunderstanding of the requirements of the *Standards* for terminally-qualified faculty on specialist courses. The appointment of more faculty with terminal qualifications will also contribute to meeting strategic objectives in research activity. A strategic hiring plan is required to address this issue as expeditiously as possible.

There are matters for attention in relation to filling key leadership positions identified in the organizational structure. Vacancies are evident in both academic and administrative positions and filling these will be important to meeting institutional objectives.

Research achievements are set firmly in the JU Strategic Plan, 2013-18 (SP2 P6) and the University must find ways to promote research activity and begin the transition from a teaching-led institution to one in which teaching excellence is balanced with strong research in identified fields. The activity of the recently constituted Research Committee will be essential to this initiative.

Further, the RLRT observes that the *Self-Study* is often reporting on plans and anticipated developments. While appropriate, the expectation of the Commission is that an application for Renewal of Licensure will include specific information on developments since the last licensure review (in this case Initial Licensure). Certainly, some of that is included but it would be a stronger *Self-Study* were there more attention to what actions have been taken as a result of the assessment and institutional effectiveness processes. There are other matters which need attention as reflected in the requirements outlined above.

The RLRT makes its requirements and suggestions in a spirit of constructive engagement with the aim of ensuring that the *Standards for Licensure and Accreditation* are met, and to aid JU in its desired objective to develop an institution that will achieve its stated mission and vision.