



Executive Summary

Renewal of Licensure Rabdan Academy

October 24- 27, 2016

A team of external experts, the Renewal of Licensure Review Team (RLRT), appointed by the Commission for Academic Accreditation visited the campus of Rabdan Academy (RA) from October 24-27, 2016 to review RA's Application for Renewal of Licensure.

RA, initially licensed in 2012, is located in Abu Dhabi. It is an independent and autonomous institution established as a legal entity by Royal Decree (Law No. (7) Year 2013) by the Executive Council of Abu Dhabi. The first students were enrolled in a Foundation Program in Fall 2012. In Fall 2013, students were admitted to the Bachelor of Science program which was initially accredited earlier in that year. Enrollment for the Fall 2016 semester is 409. of whom 314 are enrolled in degree and diploma programs and 95 in the Foundation Program. RA also enrolls a number of students in its Vocational Education and Training program of short courses, which are not offered for academic credit. Students are sponsored by stakeholder organizations including the military, the police, the Ministry of Interior, Abu Dhabi National Oil Company and the National Emergency and Crisis Management Authority. Rabdan Academy has 29 faculty at the time of this visit.

RA has made significant progress in many areas since Initial Licensure. It has a well-considered, achievable Strategic Plan and is closely monitoring its implementation. It has successfully introduced Bachelor's degrees and sub-degrees that meet the requirements of its stakeholders, and especially the sponsoring organization of its students. Enrollment in these programs is steadily growing. It provides strong support to learners who require remedial instruction through its Foundation program. Its facilities are modern, attractive, and technologically up-to-date. It maintains strong connections with the disciplined services in Abu Dhabi who are its primary stakeholders. The graduation of its first cohort of Bachelor's degree holders in 2017 will further enhance RA's position within both the higher education sector and the community at large.

The RLRT notes that this progress continues. The RLRT received on site a number of documents that update the *Self-Study* and represent changes to existing policies and procedures or address new strategic initiatives. Examples are a revised organization chart, revised HR policies, a new faculty performance evaluation system, and new reporting on the achievement

of KPIs and the efficacy of management processes.

Many of the Requirements identified by the ERT are matters of technical compliance with one or another of the CAA Standards. In some cases, RA needs to ensure that a document includes all of the content required under the Standards (see, for instance, Requirements 7, 10, 13, and 20). In other cases, minor changes to policy or practice, or additional pieces of evidence are needed. Examples are Requirements 4, 8, 11, 12, 15, 25, 29, 30, and 38.

There are a handful of more substantive concerns that led to Requirements. RA must produce a timed action plan for faculty recruitment that addresses the issues the RLRT has identified in relation to faculty qualifications (section 4.4), faculty workload (section 4.9), and use of part-time faculty (section 4.10). RA must ensure that English language requirements for admission are scrupulously adhered to. RA needs to provide a comprehensive register of risks that is approved at Board level. Finally, RA's operations to date have required a significant subsidy from the Government of Abu Dhabi, and the Academy needs to consider this as a potential serious risk to the continued viability and sustainability of the institution. It is in the interest of the Academy to generate contingency plans to ensure its long-term financial stability over the long term.

The RLRT offers Requirements and Suggestions in the spirit of continuous improvement, with the aim of ensuring that the Standards for Licensure and Accreditation are met, and that RA is able to document its success in accomplishing its Vision and Mission.