



Executive Summary
Renewal of Licensure
Emirates Academy of Hospitality Management

February 17-20, 2019

A Re-Licensure Review Team (RLRT) of the Commission for Academic Accreditation (CAA) visited the Emirates Academy of Hospitality Management (EAHM) from 17 to 20 February 2019, to assess its Application for the Renewal of Licensure. The exit interview was held on 20 February 2019.

EAHM was founded in 2001 and has been licensed by the CAA since that time. The Academy was developed by the Jumeirah Group, a well-known Dubai-based operator of hotels, resorts and leisure facilities, with the aim of being a leading provider of hospitality education, and a collaborative relationship was established with Ecole Hôtelière de Lausanne (EHL), a well-established and highly regarded hotel school in Switzerland. EAHM provides business degrees with a hospitality focus at the Associate, Bachelor's and Master's levels, and also operates Study Abroad programs. EAHM's campus is in the Jumeirah district of Dubai, near to several Jumeirah Group properties including the Burj Al Arab and Jumeriah Beach hotels.

The undergraduate degree (BBA in International Hospitality Management) is delivered on a trimester calendar, with each trimester comprising 12 weeks. With this calendar it is possible for a BBA degree requiring 126 credits to be completed in three calendar years. This calendar was approved by the CAA as a Substantive Change to the program in 2014. The MBA program courses are taught in intensive periods of four weeks, with three evening class meetings per week.

In the current academic year, EAHM enrolls about 250 students, with 116 new students joining EAHM's programs in Fall 2018. EAHM employs 13 full-time faculty and five part-time faculty. According to the organization chart received by the RLRT on site, the total number of employees is 54. The *Fact Book* indicates that through 2017, EAHM has graduated more than 700 alumni.

It is clear to the RLRT, from both the Application and from interactions during the site visit, that at its current stage of development EAHM has many strengths. EAHM has strong support from the Board of Trustees and the Jumeirah Group. The leadership team promotes high morale among students, faculty and staff. The faculty are dedicated and committed to the

institution and its programs. As a small institution, EAHM benefits from collegiality among faculty, and from the opportunity for students to develop close working relationships with faculty, staff and classmates – a quality they especially value. EAHM has well-maintained, updated facilities, attractive accommodation, a strong technology infrastructure, a welcoming Learning Resource Center, and enviable student amenities. Its reputation in the community and in the industry, it serves has been established through the achievements of its alumni, some of whom are now reaching senior managerial positions.

Among the areas of concern that are identified by the RLRT, the most significant relate to faculty. The RLRT requires EAHM to develop a policy defining the eligibility requirements for teaching in the MBA program, and to ensure that all faculty contributing to the program meet those requirements. Faculty workloads are also a major issue, and EAHM must revise its faculty workload model to ensure that the maximum teaching loads comply with the CAA *Standards*. EAHM must also better define the research expectations of its faculty. The RLRT suggests that EAHM develop an internal process for faculty appraisal, to ensure that the activities that are most relevant to university faculty are in fact appraised.

The RLRT makes no Requirements in relation to EAHM's academic programs. EAHM is encouraged to reach out to other accrediting bodies such as ACPHA and AACSB. The RLRT also supports the proposal under discussion to lengthen the period of delivery for MBA courses.

EAHM's quality assurance and institutional effectiveness processes have many elements of good practice, including effective benchmarking through the THE-ICE survey, but they need further development especially in respect of how information derived from institutional research is acted upon, and translated into actions for improvement. EAHM needs to demonstrate that its students have opportunities to participate in governance of the Academy.

As EAHM unwinds its long-established partnership with EHL, it must keep the CAA informed of how the process is progressing and ensure that there is minimal disruption to students as a result.

The RLRT makes its Requirements and Suggestions in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to support EAHM in obtaining Renewal of Licensure which will allow it to continue to deliver academic programs of high quality.