



**Executive Summary**  
**Renewal of Licensure**  
**Institute of Management Technology – Dubai**

**October 1-3, 2016**

A Renewal of Licensure Review Team (RLRT) visited the Institute of Management Technology-Dubai (IMTD) October 1-3, 2016, to review the Application for Renewal of Licensure. The exit briefing took place on October 3, 2016.

IMTD received its initial license through the CAA and the Ministry of Higher Education and Scientific Research in 2006 and was re-licensed in 2011. The institution is also approved by the Knowledge and Human Development Authority (KHDA) of Dubai. Located in the Dubai International Academic City, it offers four degrees, the BSBA (Bachelor of Science in Business Administration), the B. Com (Bachelor of Commerce in Accountancy), MBA (Master of Business Administration), and an EMBA (Executive Master of Business Administration). Of the total IMTD enrollment of 370 students for the 2015-2016 academic year, 272 are male and 98 are female. IMTD has an additional 25 students on an exchange program in collaboration with IMT – Ghaziabad (IMTG) and other partners. Although 13 countries are represented, the majority (95%) are from India and the United Arab Emirates. A majority, 227, are enrolled in either the MBA or EMBA. The faculty complement within IMTD comprises 18 full-time and 15 part-time members.

In support of its application for Renewal of-Licensure, IMTD has submitted a *Self-Study* covering all sections required by the Procedural Guidelines for Renewal of Licensure (*PGRL*) with supporting documentation. In some cases, the combination of Self-Study and documentation does not provide the reflective and analytical assessments expected by the CAA. Thus, there are numerous requirements and suggestions which must be satisfactorily addressed before IMTD's application for Re-Licensure can be approved. Nevertheless, several positive observations were noted by the RLRT, including:

- The modern high quality facilities with ample room to accommodate future expansion.
- The highly-competent faculty who are clearly committed to the success and advancement of the institute.
- The highly supportive and enthusiastic students and successful and loyal alumni, who are proud of their association with the Institute.

There are, however, substantive concerns that can be grouped into four thematic areas:

- Faculty-Related Issues: Faculty members have expressed concerns regarding the high teaching loads. The teaching loads for more than 20% of the full-time faculty exceed the limits specified by the *Standards*. When combined with other duties performed by the faculty, the current teaching loads are viewed as excessive. Other faculty-related issues include excessive reliance on part-time faculty well beyond the 25% limit specified by the *Standards*; the limited diversity of the faculty; the “opaque” nature of the annual performance assessment process without a clear connection to professional development opportunities; and the non-uniform application of the promotion criteria. IMTD must promptly address these issues – most important, IMTD must hire a sufficient number of full-time faculty to effectively deliver its programs, while meeting the teaching workload limits specified in the *Standards*.
- Organizational Structure-Related Issues: The vacant institute Director position, along with other administrative positions, coupled with the undefined “rules of governance” of the three-member Director’s Office Committee; the lack of clear separation between the Governing Board and the day-to-day operations of the institute; the potential conflict regarding fiduciary interests of Board members in the institute; and the “ambiguous” nature of the relationship between IMTD and IMT-Ghaziabad, represent major challenges which must be addressed to meet the requirements of the *Standards*. Most important, the Director’s position must be promptly filled to ensure that difficult day-to-day operational issues are effectively addressed.
- Quality Assurance and Performance Improvement Shortfalls: Many deficiencies were identified in the course files. Notably, many instructor course review forms do not provide meaningful suggestions for improvement or for how difficulties encountered during the current offering of the course can be rectified in future offerings. None of the reviewed course files provided documentation for how suggestions for improvement identified in prior course offerings have been implemented. In essence there is no evidence that the course-level performance improvement cycle is being closed. Additionally, despite the many surveys conducted by the OQA, there is little documented evidence that feedback from such surveys has been used to close the loop at either the program-level or institute-level. These shortfalls must be corrected in order to meet the requirements of the *Standards*.
- Incomplete Documentation: *The Procedural Guidelines for Renewal of Licensure* require the Self-Study to provide the results of numerous evaluations, including a critical analysis of enrollment data; an analysis of the effectiveness of the institution’s risk management plan; an assessment of the effectiveness of the institute’s professional development program for faculty and staff; an assessment of the effectiveness of academic advising; an assessment of the effectiveness of the institute’s research strategy; and an assessment of the effectiveness of cooperative research agreements.

Many of these assessments were not included in the documentation, making it difficult to assess compliance with the Standards. These analyses must be performed.

The RLRT makes its requirements and offers its suggestions in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to aid IMTD to receive Re-licensure. Our requirements and suggestions can, and should, be viewed as “Opportunities for Improvement” as IMTD progresses towards excellence in education and research.