



Executive Summary

Renewal of Licensure Rabdan Academy Abu Dhabi

19 – 22 March 2022

An External Review Team (ERT) visited Rabdan Academy (RA) from 19 to 22 March 2022 to evaluate the Application for Renewal of Institutional Licensure (hereafter the *Self-Study*). During the visit, the ERT reviewed relevant documents, toured the campus, and had extensive discussions with Academy officials and faculty regarding the institution and its programs. The exit interview was held on 22 March 2022.

RA was officially established under Law No. 7 for 2013, issued by President His Highness Sheikh Khalifa bin Zayed Al Nahyan in his capacity as Ruler of Abu Dhabi and received Initial Licensure from the Commission for Academic Accreditation (CAA) in 2012. RA is a higher education institution based in Abu Dhabi, United Arab Emirates (UAE). RA is an Abu Dhabi government funded institution. However, as per RA's mandate, it serves both local and federal entities. RA is licensed by the Ministry of Education (MoE), and all its academic programs are accredited by the MoE as per the UAE regulations.

RA responded to a clear mandate from its stakeholders to create a university-level, dual-sector educational institution which has a rigorous qualifications framework to develop the nation's future leaders and ensure continued national resilience capability within the UAE. As a dual-sector institution, RA delivers academic programs, and both coordinates and delivers vocational short courses and training. This model creates flexible learning pathways for students by recognizing their prior learning and experience and allowing student access to fast-tracks through their qualifications.

RA offers two Master programs (Masters of Science in Intelligence Analysis, and Masters of Science in Policing and Security Leadership), four Bachelor programs (Bachelor of Science in Policing and Security, Bachelor of Science in Integrated Emergency Management, Bachelor of Science in Homeland Security, and Bachelor of Science in Business Continuity Management), and one diploma program in Crime Scene. The four bachelor programs allow students to exit earlier with a three-year higher diploma or a two-year diploma. RA has a five-year contract with the newly established Zayed Military University (ZMU) to deliver its accredited programs upon their request. The total student enrollment for RA at the time of the



visit is 595 (556 males, and 39 females). The total number of faculty members in RA is 62 head count (56 full-time and 6 part-time), 82% of whom have terminal degrees, including four instructors in the foundation program and 14 in the General Education program. The student to full-time faculty ratio is 11:1.

The ERT notes that the submission and the *Self-Study* were prepared to a high standard, with carefully attention to the *Procedural Manual for Renewal of Institutional Licensure (PMRIL)*.

In terms of areas in which require attention, the most important are as follows:

- **Policies, Procedures, and Handbooks:** While many individual policies and procedures are well drafted, and RA has a good framework for policy development and revision, the continuing lack of a consolidated *Policies and Procedures Manual* and the lack of a *Faculty Handbook* are weaknesses. Institutional manuals should contain material that is derivative of a *Policies and Procedures Manual* but, as detailed in this report, there are inconsistencies and a lack of a *Faculty Handbook*.
- **Quality Assurance:** In general terms, the Quality Assurance at RA is of very high quality at. Missing from a strongly developing framework for self-evaluation is a component that uses the results of external quality assurance activities to test the adequacy of the internal quality assurance results themselves.
- **Research:** RA presented a list of six KPIs related to its research activities. Unfortunately, these KPI are not well aligned with the aims or aspirations of the Research Strategy. The ERT fears this could jeopardize achievement of the research and internationalization goals.
- **Finance:** RA needs to provide more detailed budgets, especially as these relate to financial insights at the program or departmental level, and financial reporting for the self-funded vocational training.

The ERT makes its requirements in a spirit of constructive engagement, with the aim of ensuring that the *Standards* are met, and to aid RA in its desired objective to renew its license.