



Executive Summary

Renewal of Institutional Licensure Canadian University Dubai (CUD) Dubai

23-26 October 2023

An External Review Team (ERT) visited the Canadian University Dubai (CUD) from 23 to 26 October 2023, to evaluate the *Self-Study (Self-Study)* for Renewal of Licensure. The exit interview was held on 26 October 2023.

CUD was established in 2006 to deliver academic programs based on Canadian curricula. As stated in the *Self-Study*, the academic programs offer students the option to start their education at the Dubai campus and transfer to partner Canadian institutions or other international partner institutions.

CUD currently offers 18 undergraduate degree programs, including Business Administration, Engineering, Architecture, Interior Design, Mass Communication, Psychology, Applied Sociology, Creative Industry, and Environmental Health Sciences. The university also offers two graduate programs: Master in Information Technology and Governance, and an MBA program with 4 concentrations: General Management, Human Resource Management, Finance, and Marketing. Students who need additional language skills to meet program entry requirements are offered English for Academic Purposes (EAP) program.

During Fall Semester 2023-24, CUD enrolled a total of 2692 students, of which 140 were graduate students, and employed a total of 103 faculty members (88% full-time), yielding a student to full-time faculty ratio of 29.6. The student and faculty populations are fairly well-balanced from a gender perspective.

After carefully considering the application for renewal of institutional licensure, examining supporting documentation, and interaction with senior university managers, faculty, and others, the ERT identified a number of strengths and weaknesses at CUD.

The ERT saw key strengths in aspects of the people, the processes, and the facilities. The ERT is impressed by the strategic thinking that is apparent within CUD with respect to providing first rate facilities for faculty/staff and students with potential for future growth of the university. The presentation by the Vice Chancellor/President highlighted the forward-thinking approach to actions in place now and planned for the future in sustainability which is clearly a key element of the CUD strategy.

CUD has a clear agenda to strengthen its position as measured by its QS ranking and a key part of this is to strengthen the research culture. In support of this the ERT commends CUD in appointing a Vice President of Research and Excellence to drive the agenda forward.

CUD has made a number of important organizational structural changes which should provide scope for a more efficient and effective operation. As part of this CUD has employed additional very well-qualified faculty and staff. The ERT concludes that CUD now has strong processes and practices in place to deliver a quality learning experience for the students together with an



infrastructure that meets the needs of faculty and staff.

However, the ERT identified some weaknesses in the *Self-Study* that can be viewed as opportunities for improvement including the following.

The Self-Study: the ERT had to navigate gaps in the *Self-Study* where elements of the *Standards* had not been addressed or fully addressed. The Procedural Manual clearly states that the *Self-Study* should provide a narrative of the journey that the institution has taken since the last RIL rather than a statement of where it is now. The ERT has identified the weaknesses as reflected in the requirements that need to be addressed.

Student Development: The ERT documented where there is scope to offer more opportunities for physical well-being and development of the students. Health and fitness facilities could be made more readily available to the students and more opportunities for sports and physical activities should be explored to ensure holistic development of its students.

Community Engagement: The ERT report identifies a need to address a gap with respect to the community engagement aspect of CUD's remit. CUD made promises in this regard and a new Dean of university advancement was appointed. The ERT believes it critical that the CUD monitors the next steps to ensure that their promises are delivered.

The identified weaknesses have the potential to significantly impact the quality of education provided by CUD. The ERT believes addressing these weakness is imperative for the institution demonstrate compliance with *Standards:2019* and achieve renewal of licensure.

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