



مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid
Al Maktoum Global Initiatives

كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT



MBRSG FACTBOOK

2018



Table of Contents

Preface

Executive President's Foreword

Dean's Foreword

2018: The Year in Review

SECTION 1 – ABOUT THE SCHOOL

MBRSG OVERVIEW

SCHOOL MILESTONES

VISION, MISSION AND VALUES

MBRSG STRATEGY

MBRSG MARKET POSITION

GOVERNANCE AND PERSONNEL

1. Board of Trustees
2. Committees at MBRSG
3. MBRSG Organization Structure
4. MBRSG Committee Structure
5. MBRSG Key Personnel
6. Accreditation

SECTION 2 – STUDENTS AND GRADUATES

1. Admission Statistics 2018
2. Application Acceptance Rate
3. Historical Admission Statistics (2014-2018)
4. Semester-wise Student Headcount by Program for 2018
5. Student Headcount by Program and Gender for 2018
6. Student Headcount by Program and Nationality for 2018
7. Students by Emirate of Residence
8. Student Population Snapshot
9. Statistics by Program
10. Tuition Grants and Scholarships
11. Graduates

SECTION 3 – FACULTY AND STAFF

1. General Information
2. Academic Staff
3. Administrative Staff
4. Professional Development
5. Employment Data Snapshot

SECTION 4 – FACULTY RESEARCH

1. Research at MBRSG
2. Research Output Snapshot
3. Research Events
4. Conference Attendance
5. Research Publications

SECTION 5 – EXECUTIVE EDUCATION

1. Executive Education Programs
2. Customized Programs
3. Open Enrollment Programs
4. Graduates from Leadership Program
5. Executive Education Data Snapshot

SECTION 6 – ACADEMIC SUPPORT SERVICES

1. Library
2. Information Technology Services

SECTION 7 – FINANCES

1. Tuition Fees

SECTION 8 – EXTERNAL ENGAGEMENT

1. Agreements and MoU
2. List of Public Events

Preface

The MBRSG Fact Book is designed to provide relevant and useful information to its various stakeholders about the School and is updated on an annual basis. The current edition of the document contains a compendium of information about the institution, its students, staff and the activities that the School engaged in during the past year. The information in this report has been compiled by the Department of Institutional Effectiveness with inputs from the different units in the School. The information provided on these pages reflect much of what the Department of Institutional Effectiveness reports on throughout the year. If you have any questions about the material of this publication or if you have recommendations for future editions, please do not hesitate to contact the Department of Institutional Effectiveness.

We thank all members of MBRSG for their valuable contributions to this publication.

Department of Institutional Effectiveness
Mohammed Bin Rashid School of Government

Executive President's Foreword



Launched in 2005, the Mohammed Bin Rashid School of Government was the pioneer research and teaching institution in the UAE and Arab world to specialize in leadership, governance and public policy.

With this tradition of leadership and innovation, we at the Mohammed Bin Rashid School of Government believe that we are poised to make a genuine difference in the UAE and Arab world, driven by the vision of the inspiring leadership of Dubai, which serves as a strategic guide on the directions and key priorities of the School. This presents lots of opportunities for the School, but also imposes responsibilities to maintain the pace of success along the journey.

The School was driven in 2018 by its visionary Board of Trustees to play even a more effective role and become a beacon for good governance and effective public policy in the UAE and Arab world. During this year, the School efficiently utilized all resources and expertise to expand its services, refine its programs and present to the public leaders a diversified portfolio of targeted training which aims to empower them with the knowledge needed to move forward on effective reforms and make a difference in their organizations and countries.

We are aware that with the dynamic and transformational world around us, the School will always face challenges. However; we reiterate our commitment to put forth all needed efforts and allocate the appropriate resources in the coming years to preserve the MBRSG's vital role as a source of potential solutions to the region's public policy challenges.

Dr. Ali Sebaa Al Marri

Dean's Foreword

2018 sparked a new chapter in the development of MBRSG as a PAN-Arab platform to produce and share scientific research and knowledge on vital themes in line with the UAE Vision 2021 and the Dubai Plan 2021, which aspire to empower future leaders and to transform the infrastructure of the country to a sustainable one.

MBRSG expanded its program portfolio in 2017 with the launch of graduate programs titled 'Future Government Programs' which were designed in line with the highest global academic standards to support the Dubai transformation to become a city of the future. Due to the unique and attractive nature of the Future Government Programs, 2018 witnessed a significant upsurge in the number of enrolled students with MBRSG welcoming 123 new students to the four postgraduate programs. In 2018, the first cohort of Executive Master of Public Administration students graduated from MBRSG.

Moreover, MBRSG launched in 2018 numerous Executive Education programs tailored to address the increasingly complex policy challenges faced by public sector entities and corporations in the UAE and Arab world. These programs attracted numerous participants from both public and private sectors and across industries, who were equipped with the skills to confront the challenges and contribute to the development of their organizations.

Thus, it gives me great pleasure to welcome you to our 2018 Fact Book. This valuable document captures our main achievements over one year, and includes statistics, milestones, and key deliverables.

Professor Raed Awamleh

2018: The Year in Review

January

UAE Public Policy Forum 2018

Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council, MBRSG held the 2nd UAE Public Policy Forum under the theme “Shaping the Future of Public-Private Partnerships”. During the forum 4 key reports were launched and several key speakers addressed the audience on the six main themes: Identifying and evaluating opportunities for public-private partnerships; creating an enabling environment for PPPs; discussing visions and strategies to improve partnerships and increase effectiveness; performance evaluation; using smart technologies and innovation to the benefit of PPPs; and developing policies to govern public-private partnerships in the future.

February

Design Thinking Labs

MBRSG organized two sessions of the Design Thinking Lab to mark UAE Innovation Month 2018. The interactive lab was attended by several innovative teams from both the government and private sectors. The practice-based workshop aimed to provide organisational teams with tools, plans and techniques, in order to help them think creatively about their product and service offerings.

March

Agreement with Saudi Arabia’s Economic Cities Authority

MBRSG signed an agreement with Saudi Arabia’s Economic Cities Authority to develop government operations and skills across the region. The two parties pledged, in the agreement, to cooperate in developing and implementing joint projects in the fields of training, education, leadership development, scientific research, and documentation of government practices based on government knowledge, international best practices, and competitive values.

May

Public Administration Forum

MBRSG launched the second round of its Public Administration Forum, bearing the theme “Effective organizational Culture towards Excellence in Government Performance”. The Forum sought to explore ways to develop positive organisational cultures as a means to develop government institutions and identify best practices.

May	<p>Sixth Global Symposium on Health Systems Research</p> <p>MBRSG in partnership with the United Arab Emirates, and in close collaboration with the American University of Beirut (AUB), won the bid to host the Sixth Global Symposium on Health Systems Research (HSR2020) in 2020.</p>
September	<p>2018 Graduation Ceremony</p> <p>His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai and President of Dubai International Financial Centre (DIFC), the fifth graduation ceremony for participants enrolled in MBRSG Executive Masters, Leadership, and the Emirates Center for Government Knowledge (ECGK) programmes. The graduating class of 2018 consisted of a total of 254 graduates from the Master of Public Administration, Executive Master of Public Administration and the Leadership Training Programmes. The ceremony also saw 48 consultants graduate from the Emirates Center for Government Knowledge, having completed the Internal Managerial Consultant programme.</p>
November	<p>Launch of book “Public Policies in the United Arab Emirates”</p> <p>MBRSG launched a book titled “Public Policies in the United Arab Emirates”, which sheds light on the UAE’s pioneering experience in public policy. The book is a significant addition to the extensive research series by the Academy of International Business – MENA Chapter, which is being developed in collaboration with MBRSG. The book launch was attended by Her Excellency Sheikha Lubna bint Khalid Al Qasimi; H.E. Dr Rafia Obaid Ghabash, Founder and Director of the Women’s Museum in Dubai; and a host of other dignitaries.</p>
December	<p>Launch of Lifelong Learning Strategy for Sustainable Knowledge</p> <p>MBRSG launched its Lifelong Learning Strategy at MBRSG’s Annual Alumni Gathering 2018. The new strategy adheres to the UAE leadership’s directives to promote continuous learning for sustainable knowledge, through the adoption of innovative solutions that deliver scientific insight and expertise to MBRSG’s students and graduates from various disciplines. The event also saw the unveiling of the strategy’s main initiative, the new edition of the Leadership Club, which seeks to firmly establish lifelong learning as a concept and develop an interactive platform that brings together leaders, students and graduates.</p>

SECTION 1

ABOUT THE SCHOOL

MBRSG OVERVIEW

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, as the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world, and empower future leaders through an integrated system offering academic and training programs, as well as research and studies. The School began offering its first postgraduate program, the Master of Public Administration program in 2009. The School expanded its program portfolio in 2017 to include 3 Master programs under the title “Future Government Programs”.

The School's operations are founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the practical side of governance. The School also collaborates with several government and private institutions both regionally and internationally.

The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab public administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab world. The School also organizes international and regional conferences and specialized workshops, and holds forums to facilitate the exchange of ideas and knowledge between Arab region and the world.



كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

SCHOOL MILESTONES

2005	<p>A royal decree is issued to mark the beginning of a distinctive journey</p> <p>MoU signed with Harvard Kennedy School</p> <p>MoU Signed with Dubai e-Government</p>
2006	<p>Research Initiatives and Executive Education programs launched at DSG</p> <p>MoU signed with Dubai Customs, Microsoft, Royal Family Council of Bahrain</p>
2007	<p>Executive Diploma in Public Administration (EDPA) is launched in collaboration with Lee Kuan Yew School of Public Policy at the National University of Singapore</p>
2008	<p>DSG's first regional Board of Trustees constituted to govern DSG</p> <p>The Master of Public Administration program is granted initial accreditation by the UAE Ministry of Higher Education and Scientific Research</p> <p>Dubai Initiative is launched as a joint venture between the School and the John F. Kennedy School of Government</p>
2009	<p>DSG graduates its first cohort of 31 graduates from the Master of Public Administration program</p> <p>30 students successfully complete the Executive Diploma in Public Administration (EDPA) program</p>
2010	<p>73 students from the MPA, EDPA and Executive Education programs graduate in the School's second commencement ceremony</p>
2011	<p>The UAE Ministry of Higher Education and Scientific Research renewed DSG's license for further five years.</p> <p>DSG held its 3rd graduation ceremony honoring 21 students from the Master of Public Administration program.</p>
2012	<p>New board of trustees under the Chairmanship of His Excellency Dr. Anwar Mohammed Gargash, Minister of State for Foreign Affairs and Minister of State for Federal National Council Affairs appointed for DSG</p> <p>Visit by the Commission for Academic Accreditation for the renewal of accreditation of Master of Public Administration program.</p>
2013	<p>DSG renamed after His Highness Sheikh Mohammed Bin Rashid Al Maktoum to "Mohammed bin Rashid School of Government" by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Dubai Executive Council.</p> <p>Dr Ali Sebaa Al Marri Appointed Executive President of Mohammed Bin Rashid School of Government</p> <p>MoU signed with the Department of Finance and the Federal Authority for Human Resources</p> <p>Launched the redesigned MPA program</p> <p>New MBRSO brand identity launched</p>

- 2014
- Launch of the Arab Leadership and Government Excellence Program at the second Government Summit
 - Launch of Knowledge and Policy Council to enhance knowledge-sharing among government entities
 - MoU signed with Dubai Municipality
 - MoU signed with the Jordanian Ministry of Public Sector Development and Jordanian Institute of Public Administration
 - Ranked sixth most important research center in the Arab world
- 2015
- HH Sheikh Mohammed Bin Rashid Al Maktoum attended the graduation ceremony held to honor graduates from four government leadership programs. The event also marked the 10th anniversary celebrations of the School
 - MBRSG organized the fourth Smart Cities Forum under the theme 'Enabling Smart Services'
 - Ranked fifth most important research center in the Arab world
- 2016
- Launch of the Emirates Center for Government Knowledge (ECGK) at the MBRSG by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of Dubai Executive Council
 - MoU signed with the UAE Ministry of Foreign Affairs and International Cooperation (MOFAIC)
 - Received initial accreditation from the Ministry of Education- Higher Education Affairs for three Master programs - Master in Innovation Management (MIM), Executive Master of Public Administration (EMPA) in Arabic, and Master of Public Policy (MPP) program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology.
- 2017
- Launch of a suite of 3 Master programs under the title "Future Government Programs". The programs launched were the Master in Innovation Management (MIM), the Executive Master of Public Administration (EMPA) in Arabic and Master of Public Policy (MPP) program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology.
 - Launch of the UAE Public Policy Forum, a new global discussion platform dedicated to enhancing government sector output in the UAE.
 - Agreement with Family Development Centers Department in Sharjah and Federal Competitiveness and Statistics Authority

VISION, MISSION AND VALUES

In 2017, MBRSB reviewed its 2017-2021 strategy, and defined its vision, mission, strategic objectives and core values.



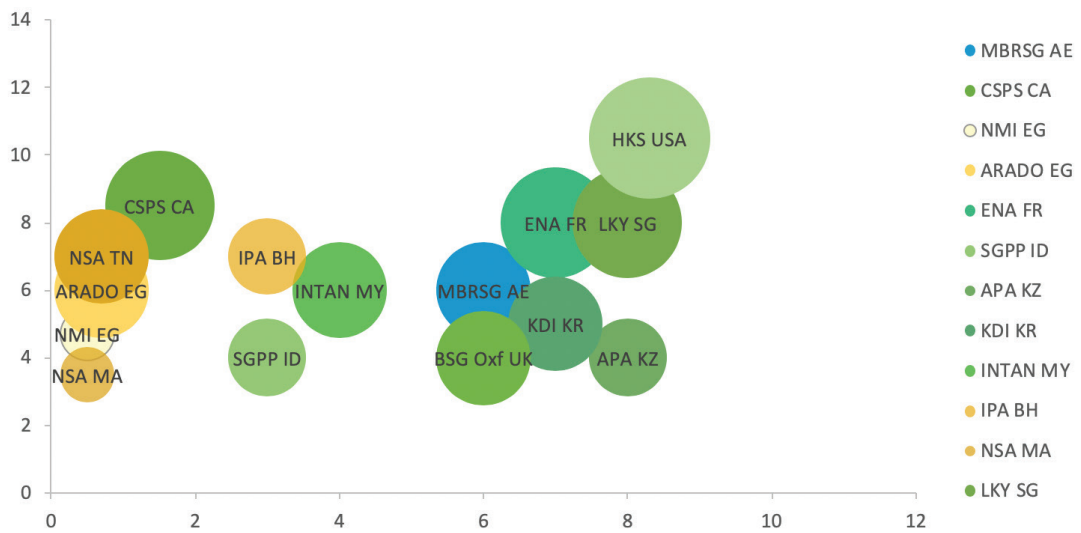
MBRSG STRATEGY

The MBRSG strategic plan includes 3 pillars:



MBRSG MARKET POSITION

The below chart shows the market position of MBRSG in relation to other Policy schools across the world.



AE = UAE, CA = Canada, EG = Egypt, FR = France, ID = Indonesia, KZ = Kazakhstan, KR = Korea, MY = Malaysia, BH = Bahrain, MA = Morocco, SG = Singapore, TN = Tunisia

GOVERNANCE AND PERSONNEL

1. Board of Trustees

The MBRSG management underwent a major change in 2016 with the new composition of the Board of Trustees. HH Sheikh Hamdan bin Mohammed bin Rashid al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council issued Executive Council Resolution No. (41) of 2018 on the formation of the Board of Trustees of the MBRSG. The new Board, is chaired by HE Humaid Mohammed al Qatami, Director-General of the Dubai Health Authority, and comprises of prominent public officials:



HE Humaid Mohammed Al Qatami (Chairman)
Director General of the Dubai Health Authority



H.E. Abdulla Bin Touq (Vice Chairman)
Secretary General of the UAE Cabinet



HE Tarish Eid Al Mansouri
Director General of Dubai Courts



HE Abdulla Ali Bin Zayed Al Falasi
Director General- Dubai Government Human Resources Dept



HE Dr. Abdulrahman Al Awar
Director General at Federal Government Human Resource Authority (FAHR)



Dr. Khaled Mohammed Al Khazraji
Chairman of Al Kawthar Investment LLC



Dr. Tayeb Amanullah Mohammed Kamali
Director General for Education & Training Development - Ministry of Interior



Dr. Abdul Salam Al Madani
Chairman of INDEX Holding



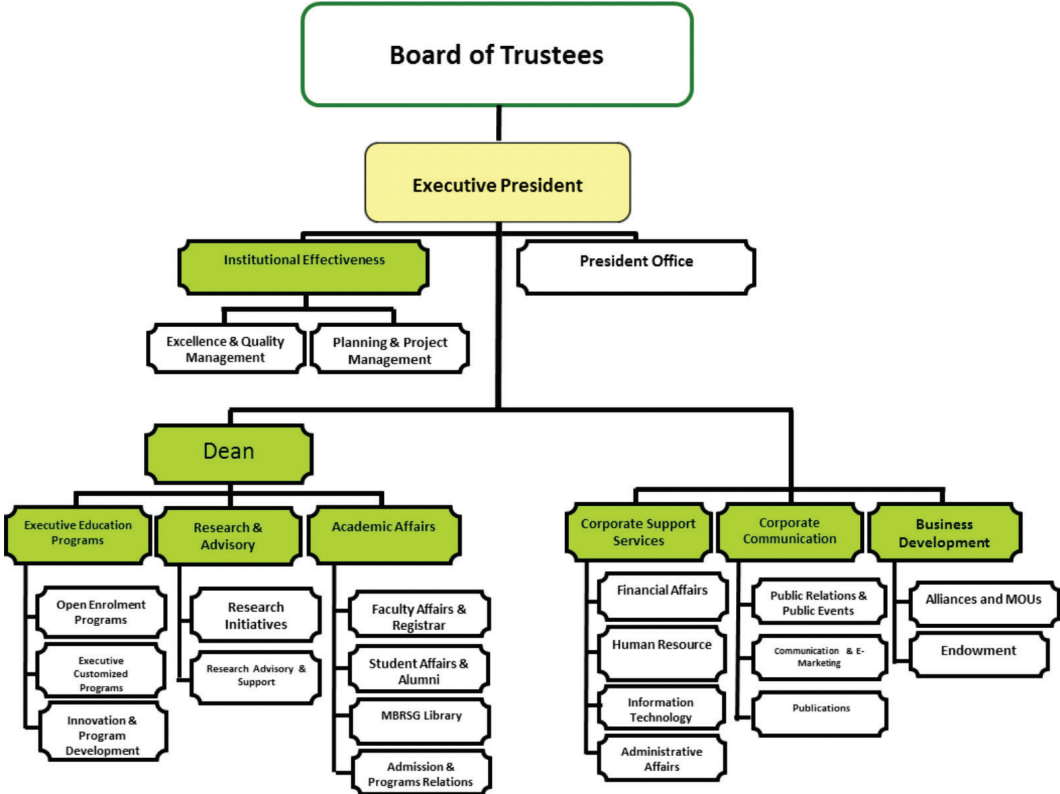
HE Aisha Miran
Assistant Secretary-General, Strategy Management and Governance Sector, Dubai Executive Council

2. Committees at MBRSG

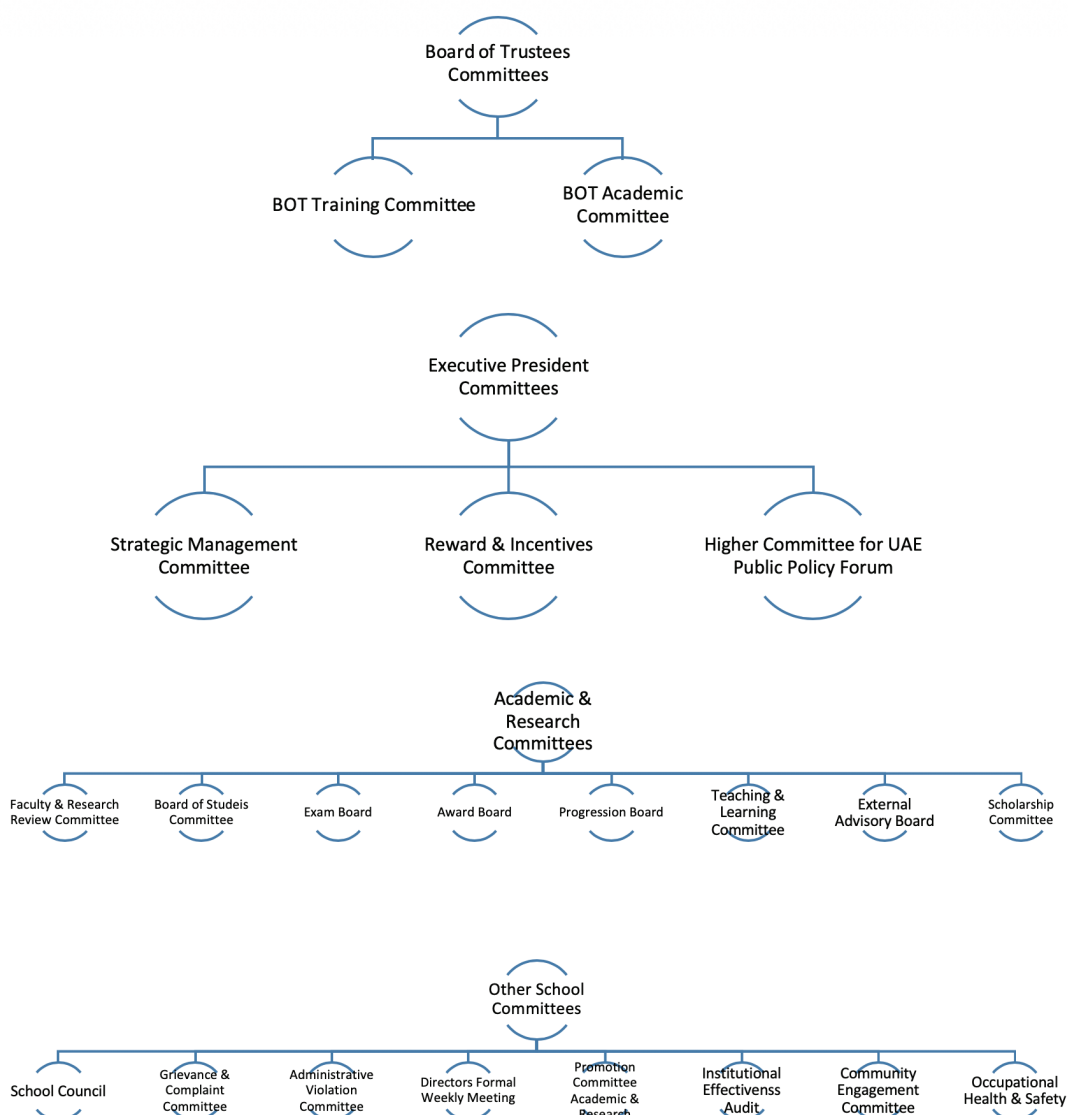
The Executive President is responsible for the overall administration of the School and is supported by a number of key personnel and standing Committees in the governance of the School. The standing committees of the School are listed below:

- Strategy Management Committee
- Grievance & Complaints Committee
- Administrative Violations Committee
- Faculty & Research Review Committee
- MBRSG School Council
- Board of Studies
- Rewards and Incentives Committee
- Directors Formal Biweekly Meeting
- BOT Academic Committee
- External Advisory Board
- Promotions Committee for Academic & Research Staff
- Internal Audit Committee
- Exam Board
- Award Board
- Progression Board
- Teaching and Learning Committee
- Community Engagement Committee
- Occupational Health and Safety Committee
- Higher Committee for UAE Public Policy Forum
- Scholarship Committee

3. MBRSG Organization Structure



4. MBRSG Committee Structure



In addition to the standing committees listed above, MBRSG has established several Innovation Circles. The Executive President launched the Innovation Circle initiative in January 2017. Each innovation circle is constituted to achieve a specific objective and consists of members from academic and administrative divisions of the School. The efforts of each of these Innovation Circles are evaluated at the end of each year. During 2018, the following innovation circles were in operation at MBRSG.

- MBRSG Happiness Circle
- Knowledge Management Circle
- Future Academic Program Circle
- Future Executive Education Program Circle

5. MBRSG Key Personnel

Executive President	Dr. Ali Sebaa Al-Marri
Dean	Prof. Raed Awamleh
Associate Dean of Academic Affairs	Prof. Martin Spraggon
Director of Institutional Effectiveness	Ms. Aisha Ibrahim Zayed Al Ali
Director of Executive Education Programs	Ms. Aisha Al Shamsi
Director of Research and Advisory	Mr. Fadi Salem
Director of Support Services	Ms. Mazna Ahmad Hafiz
Director - Corporate Communication	Mr. Mohammed Al Khatib
Director of Business Development	Ms. Nadeya Kamali
Director of Emirates Center for Government Knowledge	Ms. Sarah Talib

6. Accreditation

The Mohammed Bin Rashid School of Government is licensed by the Ministry of Education – Higher Education Affairs through the Commission for Academic Accreditation to offer academic programs. The following table shows the accreditation status of the academic programs offered by MBRSG.

Program	Accreditation Status
Master of Public Administration (MPA)	Received renewal of accreditation in 2019
Master of Innovation Management (MIM)	Received initial accreditation in 2016
Master of Public Policy (MPP) Specializations Education Health Science and Technology Social Policy Sustainable Development	Received initial accreditation in 2016
Executive Master of Public Administration (EMPA)	Received initial accreditation in 2016
Postgraduate Diploma in Innovation Management	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (English)	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (Arabic)	Received initial accreditation in 2016
Postgraduate Diploma in Public Policy Specializations Education Health Science and Technology Social Policy Sustainable Development	Received initial accreditation in 2016

SECTION 2

**STUDENTS AND
GRADUATES**

Admission Statistics 2018

Program Name	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
Master of Public Administration	25	21	13	84%	62%
Master of Innovation Management	47	36	28	77%	78%
Executive Master of Public Administration	122	80	74	66%	93%
Master of Public Policy	22	20	8	91%	40%
Total	216	157	123	73%	78%

* Admissions Yield= No. of offers/No. of applications; Matriculation Yield= No. of newly enrolled students/ No. of offers

Matriculant Yield 2018

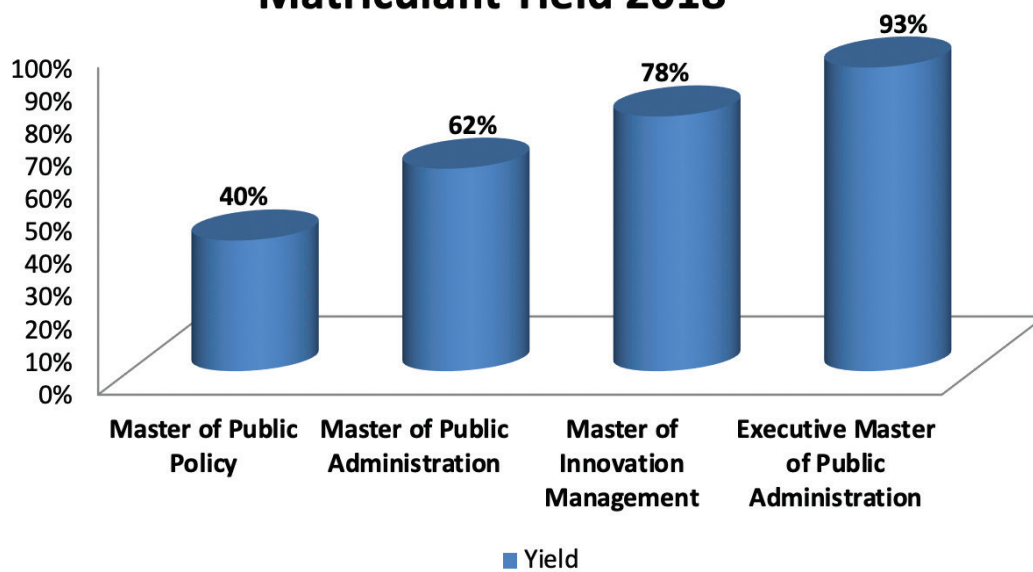


Fig 2.1.1: Matriculation Yield

Application Acceptance Rate

During 2018, MBRSG received a total of 216 applications of which 57 were rejected as they did not meet the admission criteria mandated by MBRSG, resulting in application acceptance rate of 73.6%.

Application Acceptance Ratio

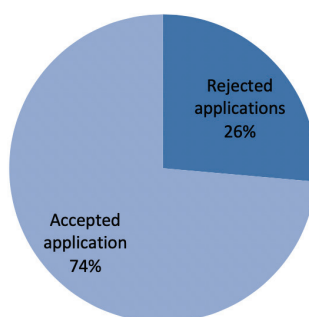


Fig 2.2.1: Application Acceptance Rate

Historical Admission Statistics (2014-2018)

MASTER OF PUBLIC ADMINISTRATION						
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*	
2018	25	21	13	84%	62%	
2017	23	23	15	100%	65.2%	
2016	-	29	23	-	79%	
2015	50	38	31	76%	81.6%	
2014	26	26	26	100%	100%	
MASTER OF INNOVATION MANAGEMENT (2017-18)						
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*	
2018	47	36	28	77%	78%	
2017	43	43	23	100%	53.5%	
EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (2017-18)						
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*	
2018	122	80	74	66%	93%	
2017	146	81	62	55.5%	76.5%	
MASTER OF PUBLIC POLICY (2017-18)						
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*	
2018	22	20	8	91%	40%	
2017	28	28	19	100%	67.9%	

* Admissions Yield= No. of offers/No. of applications; Matriculation Yield= No. of newly enrolled students/ No. of offers

Semester-wise Student Headcount by Program for 2018

Program Name	Student Type	Spring 2018			Fall 2018		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	7	1	6	6	2	4
	Re-enrolled	34	9	25	26	7	19
	Total	41	10	31	32	9	23
Master of Innovation Management	New	12	4	8	16	9	7
	Re-enrolled	16	4	12	24	5	19
	Total	28	8	20	40	14	26
Executive Master of Public Administration	New	40	24	16	34	23	11
	Re-enrolled	59	37	22	78	48	30
	Total	99	61	38	112	71	41
Master of Public Policy (General)	New	2	1	1	1	0	1
	Re-enrolled	2	0	2	4	1	3
	Total	4	1	3	5	0	4
Master of Public Policy (Education)	New	0	0	0	0	0	0
	Re-enrolled	0	0	0	0	0	0
	Total	0	0	0	0	0	0
Master of Public Policy (Health)	New	1	0	1	2	1	1
	Re-enrolled	4	0	4	5	0	5
	Total	5	0	5	7	1	6
Master of Public Policy (Science and Technology)	New	1	0	1	0	0	0
	Re-enrolled	0	0	0	1	0	1
	Total	1	0	1	1	0	1
Master of Public Policy (Social Policy)	New	0	0	0	0	0	0
	Re-enrolled	1	0	1	1	0	1
	Total	1	0	1	1	0	1
Master of Public Policy (Sustainable Development)	New	0	0	0	1	1	0
	Re-enrolled	5	1	4	7	1	6
	Total	5	1	4	8	2	6

Student Enrolment 2018

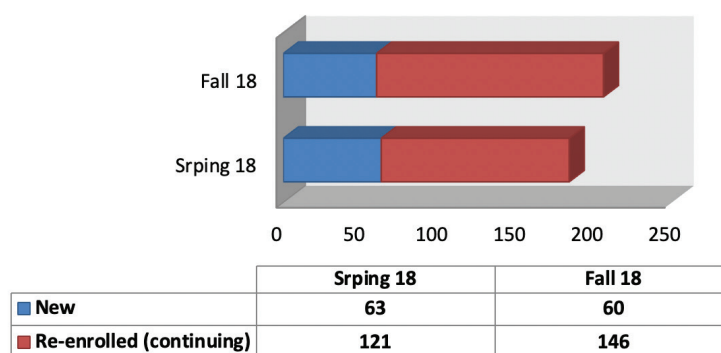


Fig 2.4.1: Student Enrolment 2018 academic year

Student Headcount by Program and Gender for 2018

Program	Male		Female		Total
	No.	%	No.	%	
Master of Public Administration	14	28%	36	72%	50
Master of Innovation Management	17	39%	27	61%	44
Executive Master of Public Administration	84	63%	49	37%	133
Master of Public Policy	5	21%	19	79%	24
Total	120	48%	131	52%	251

Student Distribution by Gender

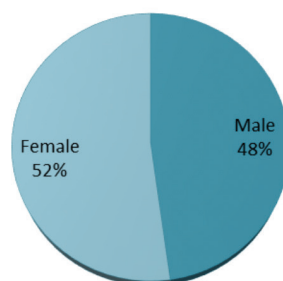
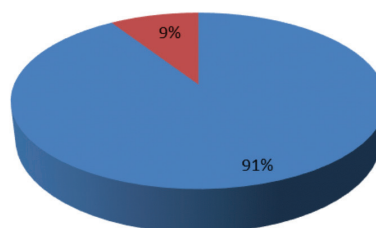


Fig 2.5.1: Student Gender Distribution

Student Headcount by Program and Nationality for 2018

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	47	94%	3	6%	50
Master of Innovation Management	42	95%	2	5%	44
Executive Master of Public Administration	120	90%	13	10%	133
Master of Public Policy	19	79%	5	21%	24
Total	228	91%	23	9%	251

Students by Nationality



■ UAE nationals ■ Non-UAE nationals

Fig 2.6.1: Student Nationality

Students by Emirate of Residence

Student Distribution by Emirate

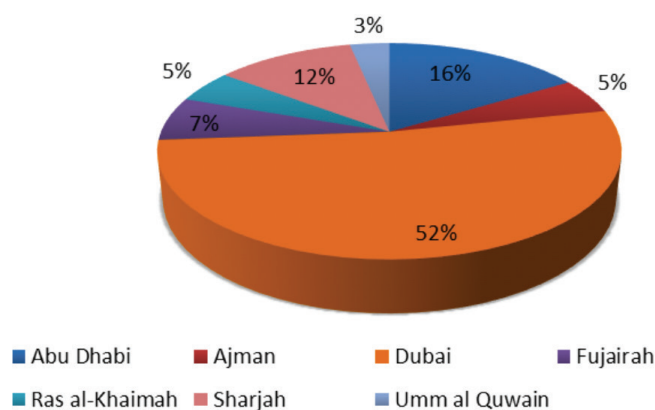


Fig 2.7.1: Student Emirate of Residence

Student Population Snapshot

Indicator	2016	2017	2018
Number of new students	23	119	123
Total number of students	61	154	251
Number of male students	25 (41%)	68 (44%)	120 (48%)
Number of female students	36 (59%)	86 (56%)	131 (52%)
Percentage of UAE nationals	93%	92%	91%
Number of countries represented by MBRSG students	4	9	12

Statistics by Program

Master of Public Administration (MPA)

MBRSG launched the Master of Public Administration in 2009. The program was revised in 2013. The program is intended for students seeking to advance their career in public / private service or nonprofit management. The program helps to develop knowledge, skills and competencies needed to analyze, develop and implement policies and programs that address important issues related to the public sector and society.

Key Statistics for MPA (2018)

Indicator	Value
Number of new enrolments	13
Total Number of students (new + returning)	50
Percentage of UAE nationals	94%
Number of male students	14 (28%)
Number of female students	36 (72%)
Average age	32
Number of countries represented by MPA students	3
Average class size	6.6
Number of graduates	15

MPA Historical Enrolment Data										
	2014	2014	2015	2015	2016	2016	2017	2017	2018	2018
	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall
New	11	8	12	14	12	11	5	10	7	6
Continuing	0	18	23	22	34	40	35	33	34	26
Total	11	26	35	36	46	51	40	43	41	32

Student Enrolment Data 2014-18

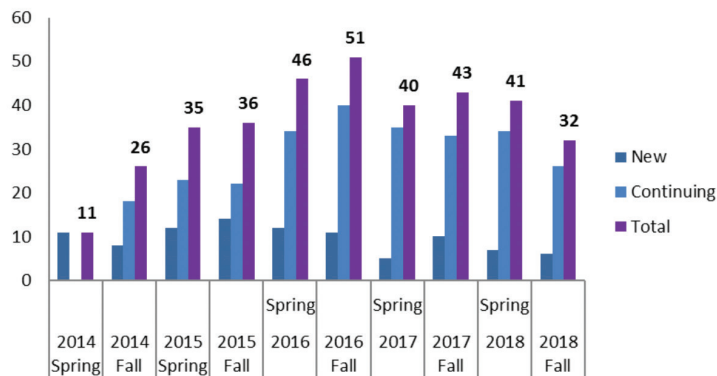


Fig 2.9.1: MPA Student Enrolment 2014-18

MPA Historical Student Enrolment (By Gender)											
Student Type	Gender	2014	2014	2015	2015	2016	2016	2017	2017	2018	2018
		Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall
New students	Male	6	4	5	3	3	6	2	2	1	2
	Female	5	4	7	11	9	5	3	8	6	4
Continuing Students	Male	0	10	12	11	13	18	15	11	9	7
	Female	0	8	11	11	21	22	20	22	25	19
Total	Male	6	14	17	14	16	24	17	13	10	9
	Female	5	12	18	22	30	27	23	30	31	23

Historical Student Enrolment By Gender (in percentage)											
Student Type	Gender	2014	2014	2015	2015	2016	2016	2017	2017	2018	2018
		Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall
New students	Male	55%	50%	42%	21%	25%	55%	40%	20%	14%	33%
	Female	45%	50%	58%	79%	75%	45%	60%	80%	86%	67%
Continuing Students	Male	-	56%	52%	50%	38%	45%	43%	33%	27%	27%
	Female	-	44%	48%	50%	62%	55%	57%	67%	73%	73%
Total	Male	55%	54%	49%	39%	35%	47%	43%	30%	24%	28%
	Female	45%	46%	51%	61%	65%	53%	58%	70%	76%	72%

Master of Innovation Management (MIM)

The Master of Innovation program was first offered in Spring 2017. The Master of Innovation Management program is designed specifically for professionals wishing to develop their skills and understanding of the management activities undertaken within the context of the evolving and complex world of innovation management. The program supports the 2015 UAE Innovation Strategy as it has been designed to help students improve their ability to analyze and solve problems in the context of contemporary innovation management scenarios.

Key Statistics for MIM (2018)

Indicator	Value
Number of new enrolments	28
Total Number of students (new + returning)	44
Percentage of UAE nationals	95%
Number of male students	17 (39%)
Number of female students	27 (61%)
Average age	31
Number of countries represented by MIM students	3
Average class size	10.4
Number of graduates	No graduates in 2018

MIM Historical Enrolment Data				
	2017	2017 Fall	2018 Spring	2018 Fall
	Spring			
New	14	9	12	16
Continuing	0	9	16	24
Total	14	18	28	40

Student Enrolment Data 2017-18

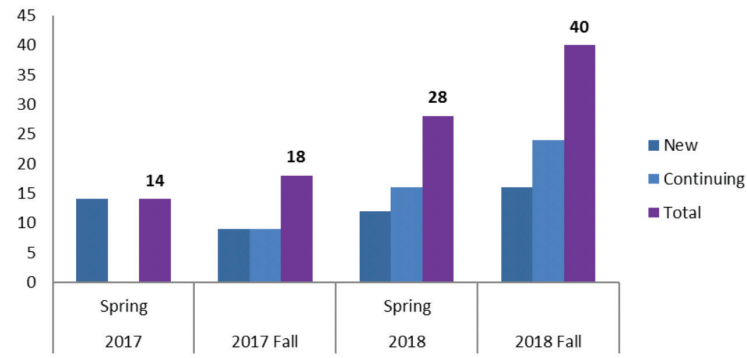


Fig 2.9.2: MIM Student Enrolment 2017-18

MIM Historical Student Enrolment (By Gender)									
Student Type	Gender	2017 Spring		2017 Fall		2018 Spring		2018 Fall	
		No.	%	No.	%	No.	%	No.	%
New students	Male	6	43%	2	22%	4	33%	9	56%
	Female	8	57%	7	78%	8	67%	7	44%
Continuing Students	Male	0	-	3	33%	4	25%	5	21%
	Female	0	-	6	67%	12	75%	19	79%
Total	Male	6	43%	5	28%	8	29%	14	35%
	Female	8	57%	13	72%	20	71%	26	65%

Master of Public Policy (MPP)

The Master of Public Policy was first offered in Spring 2017. The Master of Public Policy (MPP) program is designed to provide education which complies with international norms, for professionals to develop further as leaders in a variety of roles, including public policy analysis and planning, public management and services, research institutes, government orientated positions within the private sector and the third sector organizations. The program is offered with specializations in Education, Health, Social Policy, Science and Technology, and Sustainable Development.

Key Statistics for MPP (2018)

Indicator	Value
Number of new enrolments	8
Total Number of students (new + returning)	24
Percentage of UAE nationals	79%
Number of male students	5 (21%)
Number of female students	19 (79%)
Average age	34
Number of countries represented by MPP students	4
Average class size	3.9
Number of graduates	No graduates in 2017

MPP Historical Enrolment Data								
	2017 Spring		2017 Fall		2018 Spring		2018 Fall	
New	11		8		4		4	
Continuing	0		8		12		18	
Total	11		16		16		22	

Student Enrolment Data 2017-18

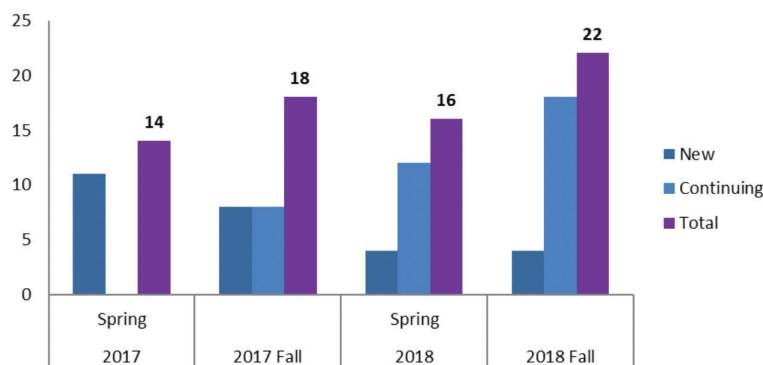


Fig 2.9.3: MPP Student Enrolment 2017-18

MPP Historical Student Enrolment (By Gender)									
Student Type	Gender	2017 Spring		2017 Fall		2018 Spring		2018 Fall	
		No.	%	No.	%	No.	%	No.	%
New students	Male	3	27%	0	0	1	25%	2	50%
	Female	8	73%	8	100%	3	75%	2	50%
Continuing Students	Male	0	-	2	25%	1	83%	2	11%
	Female	0	-	6	75%	11	17%	16	89%
Total	Male	3	27%	2	13%	2	13%	4	18%
	Female	8	73%	14	87%	14	87%	18	82%

Executive Master of Public Administration (EMPA)

MBRSG launched the Executive Master of Public Administration program in Spring 2017. The program provides students with the opportunity, skills and knowledge to coordinate and implement coherent policy alternatives, in order to implement successful cost-effective programs. The 'executive' element of the EMPA program is primarily designed to educate working executives, managers, and other business leaders in a cohesive learning environment that is designed to fit the variety of different students' schedules. The EMPA program requires students to attend blocks of lectures, and then complete a large portion of the work on their own time.

Key Statistics for EMPA (2018)

Indicator	Value
Number of new enrolments	112
Total Number of students (new + returning)	133
Percentage of UAE nationals	90%
Number of male students	84 (63%)
Number of female students	49 (37%)
Average age	39
Number of countries represented by EMPA students	8
Average class size	34.4
Number of graduates	17

EMPA Historical Enrolment Data				
	2017 Spring	2017 Fall	2018 Spring	2018 Fall
New	23	39	40	34
Continuing	0	21	59	78
Total	23	60	99	112

Student Enrolment Data 2017-18

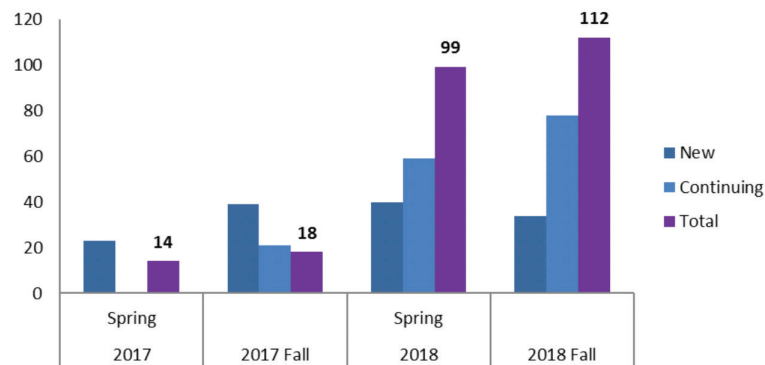


Fig 2.9.4: EMPA Student Enrolment 2017-18

EMPA Historical Student Enrolment (By Gender)									
Student Type	Gender	2017 Spring		2017 Fall		2018 Spring		2018 Fall	
		No.	%	No.	%	No.	%	No.	%
New students	Male	12	52%	26	67%	24	60%	23	68%
	Female	11	48%	13	33%	16	40%	11	32%
Continuing Students	Male	0	-	12	55%	37	63%	48	62%
	Female	0	-	9	45%	22	37%	30	38%
Total	Male	12	52%	38	63%	61	61%	71	63%
	Female	11	48%	22	37%	38	39%	41	37%

Tuition Grants and Scholarships

The Mohammed Bin Rashid School of Government provides opportunities for students to receive three types of grants. If applicable, the grant amount(s) will be deducted from the total tuition fees payable for all postgraduate programs offered. Each grant is worth 10,000AED and are detailed as follows:

- Emirati National Grant: AED10,000 grant (deducted from total fees) to be offered to all Emirati Nationals who enroll.
- Working in Government Grant: AED10,000 grant (deducted from total fees) offered to all students who work in government full time. This includes all federal and local governments in the UAE.
- Institutional Grants: AED10,000 grant (deducted from total fees) offered to any student coming from an institution that sponsors five or more students.

The maximum total of grants that a student may be eligible for is 30,000AED for a graduate program of study.

The below table shows the number of grants awarded in 2018:

Student Grants 2018					
Number of grants	MPA	MIM	MPP	EMPA	Total
Number of grants	14	35	9	105	163

MBRSG recognizes academic excellence of students through the award of scholarships. MBRSG also provides scholarships to People of determination to support their educational aspirations. MBRSG has signed MOUs with various government entities which has resulted in the sponsorship of employees of these entities to undertake studies at MBRSG. The table below shows the number of internal and external scholarships obtained by MBRSG students.

Student Scholarships 2018					
Type of Scholarship	MPA	MIM	MPP	EMPA	Total
MBRSG (internal scholarship)	1	4	7	2	14
External sponsorship	9	4	0	27	40
Total	10	8	7	29	54

Graduates

Overall MBRSG Graduates

MBRSG has produced a total of 157 graduates till date of which 140 graduates are from the Master of Public Administration program and 17 are from the Executive Master of Public Administration program. Students are yet to graduate from the 2 Master programs Master of Innovation Management and Master of Public Policy that started in 2017.

Year	2009	2010	2011	2015	2016	2017	2018	Total
No. of Graduates	31	30	22	3	25	14	32	157

Number of graduates 2009-2018

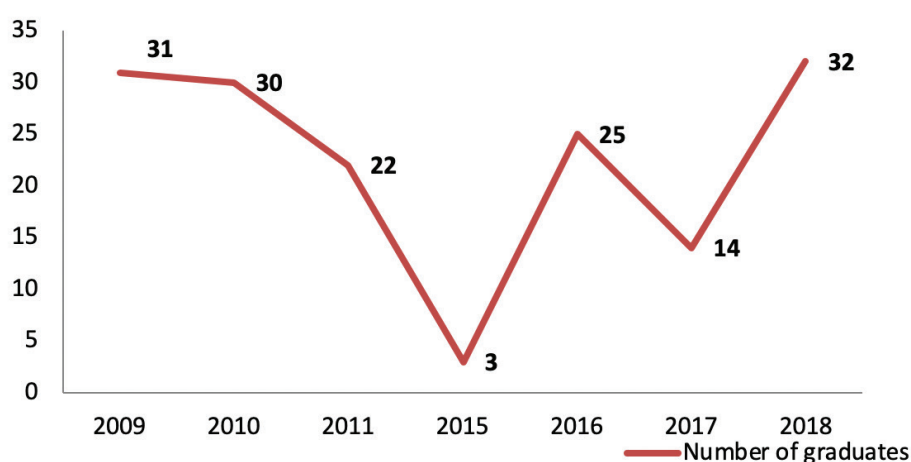


Fig 2.11.1: Graduates 2009-2018

Graduates by Gender (2015-2018)								
Gender	2015		2016		2017		2018	
	No.	%	No.	%	No.	%	No.	%
Male	1	33.3%	12	48%	7	50%	15	46.9%
Female	2	66.7%	13	52%	7	50%	17	53.1%
Total	3	100%	25	100%	14	100%	32	100%

Graduates by Nationality (2015-2018)								
Nationality	2015		2016		2017		2018	
	No.	%	No.	%	No.	%	No.	%
UAE Nationals	3	100%	21	84%	11	78.6%	30	94%
Non- UAE Nationals	0	0%	4	16%	3	21.4%	2	6%
Total	3	100%	25	100%	14	100%	32	100%

2018 MBRSG Graduates

2018 Graduates by Program and Gender						
Gender	MPA		EMPA		Total	
	No.	%	No.	%	No.	%
Male	5	33.3%	10	58.8%	15	46.9%
Female	10	66.6%	7	41.2%	17	53.1%
Total	15	100%	17	100%	32	100%

Gender Distribution - 2018 Graduates

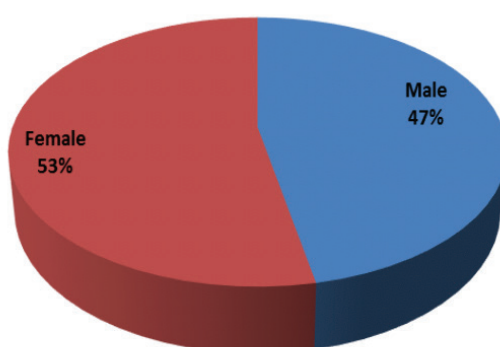


Fig 2.11.2: Gender Distribution – Graduates

2018 Graduates by Program and Nationality						
Nationality	MPA		EMPA		Total	
	No.	%	No.	%	No.	%
UAE nationals	14	93.3%	16	94.1%	30	93.8%
Non-UAE nationals	1	6.7%	1	5.9%	2	6.2%
Total	15	100%	17	100%	32	100%

Nationality Distribution - 2018 Graduates

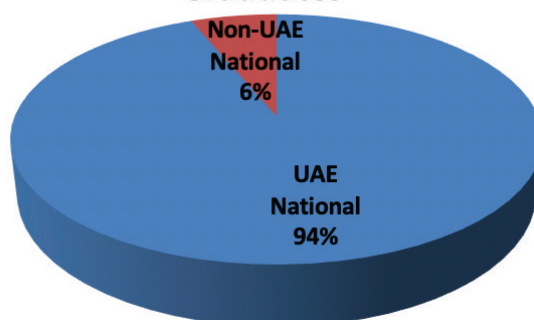


Fig 2.11.3: Nationality Distribution - Graduates

SECTION 3

FACULTY AND STAFF

General Information

During 2018, a total of 58 full-time administrative staff and 12 full-time academic staff were employed at MBRSG. 11 new appointments were made during the year. Staff turnover rate during the year stood at 7%.

Academic Staff

Academic staff are classified into the below 3 categories:

- Professor
- Associate Professor
- Assistant Professor

Full-time Academic Staff Listing 2018	
Name	Academic Rank
Prof. Raed Abdellateif Al Awamleh	Professor
Prof. Martin Spraggon	Professor
Prof. Melodena Stephens	Professor
Prof. Mohammed Habibur Rahman	Professor
Dr. Scott William Fargher	Associate Professor
Dr. Racquel Warner	Assistant Professor
Dr. Mona Mostafa Ahmed Elsholkamy	Assistant Professor
Dr. Yosuf El-Ghalayini	Assistant Professor
Dr. Camille Vammalle Mounier	Assistant Professor
Dr. Immanuel Azaad Moonesar	Assistant Professor
Dr. Aboubakr Mohame Zade	Assistant Professor
Dr. Hameedah Sayani	Assistant Professor

Classification by Academic Rank			
Professor	Associate Professor	Assistant Professor	Total
4	1	7	12

Classification by Academic Rank

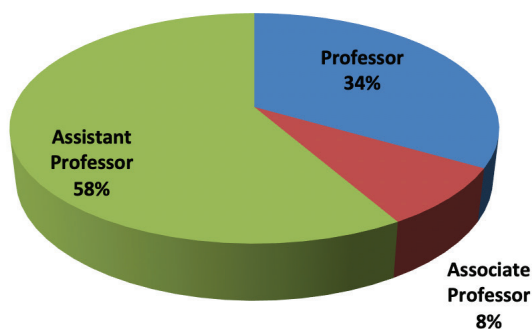


Fig 3.2.1: Academic Staff by Rank

Academic Staff Classification by Gender		
Gender	No.	Percentage
Male	7	58.3%
Female	5	41.7%
Total	12	100%

Academic Staff by Gender

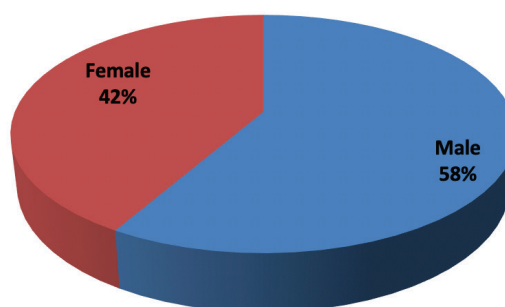


Fig 3.2.2: Academic Staff by Gender

Academic Staff (Full-time) Classification by Nationality	
Nationality	
Jordan	1
United Kingdom	1
Bangladesh	1
New Zealand	1
Jamaica	1
Egypt	1
Trinidad & Tobago	1
India	1
Canada	1
France	1
Pakistan	1
Total	12

Administrative Staff

During 2018, 58 full-time administrative staff representing 18 countries worked at MBRSG. UAE nationals constituted 32.8% of the administrative staff population at MBRSG. The table below provides break down of full-time administrative staff by department and gender.

Department	Total	Male	Female	% Male	% Female
President's Office	3	1	2	33%	77%
Academic Affairs	5	3	2	60%	40%
Deans Office	2	0	2	0	100%
Business Development	3	1	2	33%	77%
Corporate Communications	8	3	5	37.5%	62.5%
Corporate Support Services	20	16	4	80%	20%
ECGK	4	1	3	25%	75%
Executive Education	4	1	3	25%	75%
Institutional Effectiveness	4	0	4	0	100%
Research	5	2	3	40%	60%

Administrative Staff by Gender

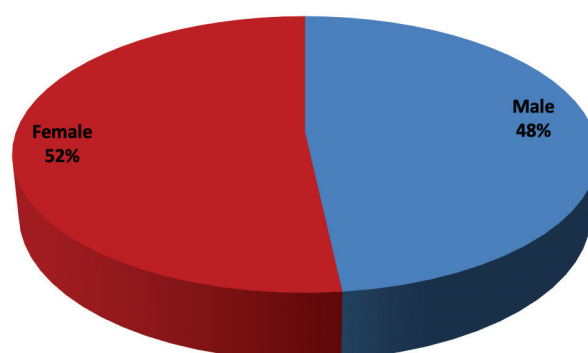


Fig3.3.1: Gender Distribution – Administrative Staff

Full-time Administrative staff by Gender and Nationality			
Nationality	Male	Female	Total
Afghanistan	1	0	1
Australia	1	0	1
Bangladesh	1	0	1
Comoros Islands	0	1	1
Egypt	0	2	2
India	2	2	4
Jordan	2	2	4
Lebanon	0	2	2
Nepal	5	0	5

Oman	1	0	1
Pakistan	5	2	7
Palestine	0	1	1
Philippines	2	0	2
Sudan	0	2	2
Syria	1	1	2
Tunisia	1	0	1
United Arab Emirates	6	13	19
Yemen	0	2	2
Total	28	30	58

Professional Development

MBRSG invests in its human resources, and both administrative and academic staff members are provided with opportunities to undertake professional development activities to develop their skills and enhance their competencies. Majority of its employees attended training sessions and/or conferences in the UAE and abroad in 2018 in order to enhance the skills needed for their current positions and to be able to assume new responsibilities. The below table shows the number of training programs and conferences attended by academic and administrative staff members in 2018:

Type of Program	Academic staff	Administrative staff	Total
Number of Training Programs	2	22	24
Number of Conferences	31	37	68

Employment Data Snapshot

	2016	2017	2018
Number of full-time administrative staff	47	53	58
Number of full-time academic staff	9	10	12
Number of part-time academic staff	0	6	7
Total number of full-time staff (administrative & academic)	56	63	70
Number of new employees hired	15	11	11
Staff turnover rate	21%	6%	7%

SECTION 4

FACULTY RESEARCH

Research at MBRSG

Research is at the core of the MBRSG mission to produce knowledge, disseminate best practices, and train policy makers in the Arab world. To that effect, MBRSG seeks to address a double academic challenge, and link research to policies within its institutional work and as part of its collaboration with its regional and international partners. Research areas are diverse and cover an array of themes including governance, innovation, gender, public policy, and public administrations.

The Faculty and Research Review Committee provides leadership in all research-related activities and is responsible for promoting a research culture in the School by effectively communicating research expectations, research ethics credibility and research opportunities to academic staff, researchers, and students. The Committee devises and manages a range of initiatives designed to enhance research activity in the School, including a research seminar/workshop series, a research funding program, a conference attendance support program, and an external research collaboration program.

Faculty and Research Review Committee members - 2018	
Prof. Raed Awamleh (Chair)	Dean
Prof. Martin Spraggon (Member)	Associate Dean
Fadi Salem (Member)	Director of Research & Advisory
Dr. Mona Mostafa Elsholkamy (Member)	Assistant Professor
Tara Fischbach (Member)	Associate Researcher
Amal Anwar Elsisy (Member & Secretary)	Research Officer

Research Output Snapshot

The table below provides the research output of the School for the past 4 years:

Description	2018	2017	2016	2015
Policy Briefs	6	3	1	6
Opinion Editorial	5	1	1	5
Conference contribution/ Conference Proceeding Reports	43	14	13	8
Research in International Journals	7	0	1	1
Commissioned Research Report/ Paper	2	0	1	1
Books/Chapters	21	1 book (edited) 15 book chapters	1	1
Seminars/Workshops	8	15	12	3
Case Studies (co-authored)	7	0	4	4
Local Research Reports	11	6	3	2
Blog Posts	0	1	3	4

Research Events

The table below provides the list of research events conducted during 2018

Event	Event Type	Date
NYU Delegation Visit	Lecture	11th Jan 2018
Advancing Food Security in the UAE	Report Launch	8th Feb 2018
Food Security Roundtable with the Minister of State for Future Food Security	Roundtables	22nd Feb 2018
Food Security Ministerial Panel	Panel	21st Feb 2018
Public Administration Reform – Pierre Thernard	Public Lecture	27th March 2018
Institutional Philanthropy in the United Arab Emirates	Report Launch	30th April 2018
Nation, City and Corporate Brands	Research Seminar	25th Sept 2018
Reconciling National Interests and Global Climate Justice: The Role of Human Rights in Optimizing Development Co-benefits of Climate Action	Public Lecture	18th Sept 2018
FDI Policy Forum: The Public Policy Innovation Race	Forum	10th Oct 2018
Advancing Food Security in the UAE	Research Seminar	23rd Oct 2018
Public Policy in the UAE Book Launch Symposium	Book Launch Symposium	7th Nov 2018
The Political, Economic and Education History of Emirati Women	Seminar	7th Nov 2018
Preparing Students for the Future of Work	Policy Council	21st Nov 2018

Conference Attendance

Conference	Participant	Date
ESCWA Expert Group Meeting on Internet Governance and Cybersecurity in Beirut	Fadi Salem	Dec 2018
World Data Forum conference	Fadi Salem	Oct 2018
6th conference of the Network of Schools of Government by the OECD	Fadi Salem	Sep 2018
Digital Government Society conference at Delft University	Fadi Salem	May 2018
Artelligence Forum 2018	Fadi Salem	April 2018
Smart Data Summit	Fadi Salem	April 2018
University Leadership Council "Arab Knowledge Forum"	Fadi Salem	Jan 2018
UAE-Caribbean Cooperation Forum	Dr. Immanuel Moonesar	Nov 2018
Global Health Systems 2018- Advancing health systems for all in the SDG era	Dr. Immanuel Moonesar	Oct 2018

Blockchain in Healthcare Symposium Dubai 2018	Dr. Immanuel Moonesar	Sep 2018
Academy of International Business – Central and Eastern Europe Chapter and Cracow University of Economics	Dr. Immanuel Moonesar	Sep 2018
AIB 2018 Conference	Dr. Immanuel Moonesar	June 2018
Attending "Building Skills for Policy Makers for Evidence" in Paris and Field Trip in Geneva	Dr. Ali Sebaa Al Marri	April 2018
Fifth Global Symposium on Health System Research	Dr. Ali Sebaa Al Marri	October 2018
Knowledge Summit	Prof. Mohammed Habibur Rahman	Dec 2018
15th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning	Prof. Mohammed Habibur Rahman	Dec 2018
Panel discussion on digitization and the transformation of public services in Astana	Dr Scott Fargher	May 2018
21st Century Education Forum at Harvard University	Dr. Racquel Warner	Nov 2018
MENA PPP Forum: Anchoring Solid Partnerships	Dr. Racquel Warner	Sep 2018
5th Int'l conference on Education, Social Sciences and Humanities	Dr. Racquel Warner	Jul 2018
BETT MEA conference	Dr. Racquel Warner	Apr 2018
Gulf Compartaive Education Symposium in RAK	Dr. Racquel Warner	Apr 2018
STEP 2018 conference	Dr. Racquel Warner	Mar 2018
Global Education Skills Forum	Dr. Racquel Warner	Mar 2018
Edralab, Education Conference. Harvard Business Review	Dr. Mona El-Sholkamy	Nov 2018
Building Healthcare Conference	Dr. Mona El-Sholkamy	Sep 2018
ICIE Conference	Dr. Mona El-Sholkamy	Jul 2018
RTA Conference -Happiness in the workplace	Dr. Mona El-Sholkamy	Mar 2018
10th Annual Marketing & Branding Congress 2018	Dr. Mona El-Sholkamy	Nov 2018
Education Investor Global Conference, networking and partnership development	Prof. Martin Spraggon	May 2018, Aug 2018
78th Annual Meeting of the Academy of Management.	Prof. Martin Spraggon	May 2018
25th EBES Conference - Berlin	Prof. Martin Spraggon	Apr 2018
Strategy Execution and Innovation Forum	Prof. Martin Spraggon	Feb 2018
BETT MEA conference on Education	Prof. Martin Spraggon	Jan 2018
The IAFOR international conference on Education	Prof. Martin Spraggon	Aug 2018
2nd edition of #DigiTrans Forum 2018	Prof. Martin Spraggon	Oct 2018
MOI Civil Defense Forum	Prof. Martin Spraggon	Sep 2018
70th National Annual Conference of The Institute of Public Administration of Canada	Dr Hameedah Sayani	Aug 2018
Digital transformation Khaleej Times and MIT Sloan	Dr Hameedah Sayani	Oct 2018

Research Publications

Title	Author	Type	Date
Creativity and Innovation in the Dubai Government	M. Batey, M. Burd, D. Hughes, Immanuel Moonesar and Fadi Salem	Research Report	Jan 2018
Bilingual Education in UAE	Lama Zakzak	Policy Brief	Jan 2018
Advancing Food Security in the UAE	Tara Fischbach	Policy Paper	Feb 2018
Innovation in Procurement Management	Mona Elsholkamy and Tara Fischbach	Case Study	Jan 2018
Future Transport Scenarios for Dubai (Policy Council)	Mohamed Alansari and Prof. Mohammad Habibur Rahman	Proceedings Report	Jan 2018
Thinking About Healthcare and Policy with Public Private Partnerships (Policy Council)	Dr. Immanuel Moonesar and Lama Zakzak	Proceedings Report	Jan 2018
Policy Implications of the Fourth Industrial Revolution (Policy Council)	Tara Fischbach and Fadi Salem	Proceedings Report	Jan 2018
Empowering Women in Remote Communities and Safeguarding Heritage	Prof. Melodena Stephens	Case Study	Mar 2018
The Dubai Statistics Center – Innovation in Business Process Management	Mona Elsholkamy & Tara Fischbach	Case Study	June 2018
The Knowledge and Human Development Authority – Innovation in Human Resource Management and People's Happiness	Mona Elsholkamy & Tara Fischbach	Case Study	June 2018
Thinking about Sustainability & Sustainable Development with PPP	Dr Guy Burton and Engy Osman	Proceedings Report	Jan 2018
المنظور: سمعة البلد	Lama Zakzak, Fadi Salem, Mohamed Alansari, Amal Elsis, Raed Awamleh, Engy Osman	Book Chapter	Oct 2018
هيئة كهرباء ومياه دبي – التفكير والتخطيط الاستراتيجي		Book Chapter	Oct 2018
المنظور: تبني ضريبة القيمة المضافة في دولة الإمارات		Book Chapter	Oct 2018
مجموعة الإمارات: تصدر نموذج الملاحه الجوية في دبي	Lama Zakzak, Fadi Salem, Mohamed Alansari, Amal Elsis, Raed Awamleh, Engy Osman	Book Chapter	Oct 2018
هيئة كهرباء ومياه دبي – مجمع محمد بن راشد آل مكتوم للطاقة الشمسية		Book Chapter	Oct 2018
المنظور: سياسة الصحة والضمان الاجتماعي في دولة الإمارات		Book Chapter	Oct 2018
هيئة كهرباء ومياه دبي (ديوا) – التنمية المستدامة في دبي		Book Chapter	Oct 2018
تبادل المعارف بين مؤسسة محمد بن راشد وبرنامج الأمم المتحدة الإنمائي		Book Chapter	Oct 2018
هيئة المعرفة والتنمية البشرية – تأثير الهيئة المستدام على قطاع التعليم في دبي		Book Chapter	Oct 2018
المنظور: الشركات الصغيرة والمتوسطة في دبي-التحديات التي تواجهها منطقة الشرق الأوسط وشمال إفريقيا		Book Chapter	Oct 2018
الشركات العائلية الإماراتية – الحوكمة وتمكين الأجيال سر استمرار الشركات ونجاحه		Book Chapter	Oct 2018
المنظور: تبني ضريبة القيمة المضافة في دولة الإمارات دولة الإمارات		Book Chapter	Oct 2018
المفهوم: التسامح – مصدر من المصادر الوطنية الثمينة		Book Chapter	Oct 2018
استراتيجية العمليات واستراتيجية التحول في شركة الإمارات العالمية للألمنيوم		Book Chapter	Oct 2018

المنظور: مستقبل التعليم في الشرق الأوسط: فرصة لإيجاد الحلول من خلال التكنولوجيا		Book Chapter	Oct 2018
المنظور: مسؤولية قيادة الأعمال المؤسسية، ومستوى ارتباط القطاع الخاص والنشاط في عملية التنمية		Book Chapter	Oct 2018
تميز قطاع الأعمال: مسيرة الإمارات - جوائز دبي للجودة		Book Chapter	Oct 2018
«بناء المدينة الذكية: تجاوز تحديات التحول الرقمي - دراسة حالة «دبي الذكية		Book Chapter	Oct 2018
مهن علمية وبحثية ملهمة: برنامج التوعية والإرشاد التابع لمعهد مصدر		Book Chapter	Oct 2018
دراسة الحالة: صاحب السمو الشيخ محمد بن راشد آل مكتوم: رؤية مستقبلية		Book Chapter	Oct 2018
Influence of organizational culture on knowledge transfer: Evidence from the Government of Dubai	Rahman, M.H., Moonesar, I.A., Hossain, M.M. and Islam, M.Z	Journal Article	Feb 2018
Business Case Study Competitions, Journal of Education for Business	Dr Hameedah Sayani		2018
In the shiny world of diamonds and jewellery: All that glitters is not gold!	Azizbekyan A, Bodolica V, Spraggon M	Case study	2018
In the shiny world of diamonds and jewellery: All that glitters is not gold!	Azizbekyan A, Bodolica V, Spraggon M	Teaching notes	
In the uncertain world of Qontrac International: navigating through family, growth and succession management challenges	D'Costa D, Bodolica V, Spraggon M.	Case study	2018
In the uncertain world of Qontrac International: Navigating through family, growth, and succession management challenges.	Bodolica V, Spraggon M., D'Costa D.	Teaching Notes	2018
A practice-based framework for understanding (informal) play as practice phenomena in organizations.	Spraggon M, Bodolica V.	Journal Article	Nov 2018
An end-to-end process of writing and publishing influential literature review articles: Do's and don'ts	Bodolica V, Spraggon M.	Case study	2018
Strategic adaptation to environmental jolts: An analysis of corporate resilience in the property development sector in Dubai.	Bodolica V, Spraggon M, Shahid, A.	Journal Article	2018
Lighting up the Bulb's Station: From ideation and early trial to flickering lights in hazy skies.	Nami A, Bodolica V, Spraggon M.	Case Study	Jul 2018
Lighting up the Bulb's Station: From ideation and early trial to flickering lights in hazy skies.	Spraggon M, Bodolica V.	Teaching Notes	
Familial identification and governance arrangements in UAE-based family firms	Bodolica V, Spraggon M, Dupuis D.	Book Chapter	2018

SECTION 5
EXECUTIVE
EDUCATION

Executive Education Programs

Mohammed Bin Rashid School of Government is committed to developing institutional capacity in the region and offers executive education programs that equip leaders in the public and private sectors with the skills to confront the region's evolving policy challenges. MBRSG executive education programs provide concise, focused courses that target government and non-government leaders seeking to enhance their expertise in public policy, leadership, management, strategic planning and financial management. During 2018, MBRSG offered a total of 25 executive education programs. 38 trainers contributed to delivering the executive education programs. During 2018, 76 employed at various government entities graduated from the various executive education leadership programs.

Customized Programs

MBRSG's customized executive education programs are designed to help institutions realize their full potential by introducing integrated, customized, capacity building solutions. Each customized program is designed as a collaborative effort bringing together MBRSG faculty and staff with representatives from client institutions. During 2018, 7 customized programs with a total of 31 modules were delivered to 7 entities. A total of 261 participants attended the customized programs.

List of Customized Programs offered in 2018				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1	Dubai Health Authority (Health Pioneer)	10	23	21
2	Department of Finance (Professional Tax Certificate)	4	5	157
3	Islamic Affairs & Charitable Activities Department (Leadership Program)	5	1	19
4	Public Prosecution Dubai (Leadership Program)	4	1	15
5	Ministry of Kuwait	4	1	10
6	Ministry of Climate Change and Environment	1	3	10
7	ADNOC	3	10	29
	Total	31	44	261

Open Enrollment Programs

MBRSG's open enrollment programs are short, certificate-based programs that focus on leadership, management, negotiation and governance. These programs are designed to equip executives with the skills and knowledge essential to achieve both individual and institutional excellence. During 2018, 18 open enrollment programs were delivered with 25 modules and a total of 393 participants attended.

List of Open Enrollment Programs offered in 2018				
#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1	PPP Masterclass	1	3	15
2	Future Journey Program (2) – 1st Station, MBRSG	2	3	17
3	Future Journey Program (2) -2nd Station: Federal Competitiveness and Statistics Authority	1	1	17
4	Future Journey Program (2) -3rd Station: General Secretariat of the Executive Council	1	1	19
5	Future Journey Program (2) -4th Station: The Supreme Legislation Committee	1	1	20
6	Future Journey Program (2) - 5th Station: Knowledge and Human Development Authority	1	1	19
7	Future Journey Program (2) -7th Station Mohammed Bin Rashid Center For Government Innovation and Smart Dubai	1	1	15
8	Future Journey Program (2) - 8th Station: Dubai Government Human Resources	1	1	19
9	Future Journey Program (2) - 9th Station: Singapore	5	5	19
10	Future Journey Program (2) - 10th Station Mohammed Bin Rashid Space Center	1	1	13
11	Dubai Data Compliance Course 2018	3	3	26
12	One Day MPA	1	1	9
13	Governance Artificial Intelligence ((حوكمة الذكاء الاصطناعي))	1	3	36
14	Governance Artificial Intelligence- Session (1) Strategic Leadership and Future Foresight	1	1	22
15	Governance Artificial Intelligence- Session (2) Comparative Public Administration and Governance	1	1	19
16	Governance Artificial Intelligence - Session (3) Government Innovation Strategies	1	1	6
17	Sharjah Police - Innovation Management Workshop for CEOs and Managers	1	1	50
18	Internal Consultants Program	1	10	52
	Total	25	39	393

Graduates from Leadership Program

Till date, a total of 1874 participants have graduated from the various Executive Education Leadership programs offered by MBRSG.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total
Number of graduates	219	30	92	30	16	360	567	158	122	72	132	76	1874

Number of graduates

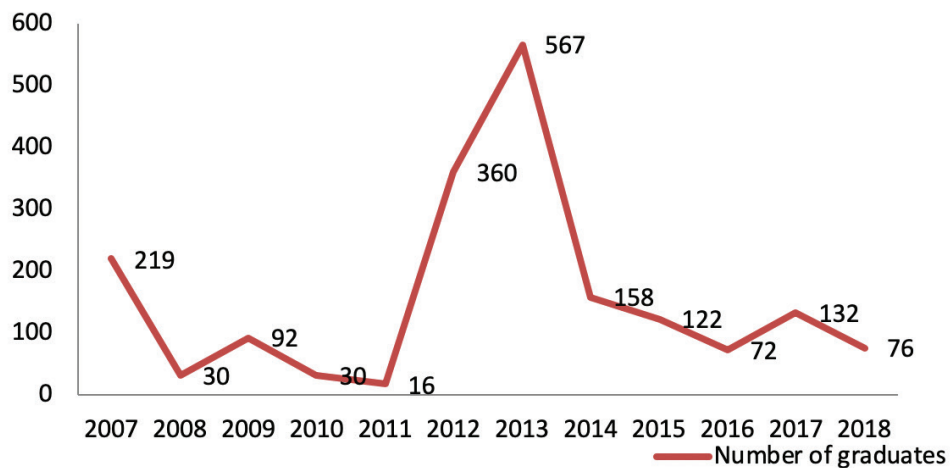


Fig 5.4.1 Executive Education Graduates 2007-18

Executive Education Data Snapshot

	2016	2017	2018
Number of customized programs	10	11	7
Number of open enrollment programs	18	11	18
Total number of executive education programs	28	22	25
Number of clients (entities) served	10	12	7
Total number of participants	887	1346	654
Number of graduates from Leadership programs	72	132	76
Total number of training days	128	172	170
Total number of trainers	35	38	38

SECTION 6

ACADEMIC SUPPORT SERVICES

Library

The aim of the Mohammed Bin Rashid School of Government library is to support teaching, research, and lifelong learning by utilizing the best possible resources and latest information technologies. MBRSG Library provides a comprehensive collection of books covering subject areas related to public policy and public administration, and electronic resources to students, staff and research associates. The library's print as well as electronic books can be searched through an online catalog.

Summary of Library Resources			
Category	2016	2017	2018
Online databases	7	7	7
Number of books (printed)	6000	6500	130,000
Number of textbooks	60	70	50
Library availability (hours per week)	60	60	60
Number of journals	0	0	0 (no print journals)

Information Technology Services

Information Technology division falls under the Corporate Support Services Department and is responsible for setting a corporate technology plan, which is aligned with the MBRSG Strategic Plan. The division is responsible for setting the technology policies, networking of computers, and hardware and software settings. The IT team works to ensure that MBRSG employees have full access to different computer systems. IT also ensures data security, manage programming services, and offers technical support to develop educational material and solve related computer problems. The below summary graphs of IT resource utilization and technology implementation provide a gauge of the effectiveness of the IT services provided.

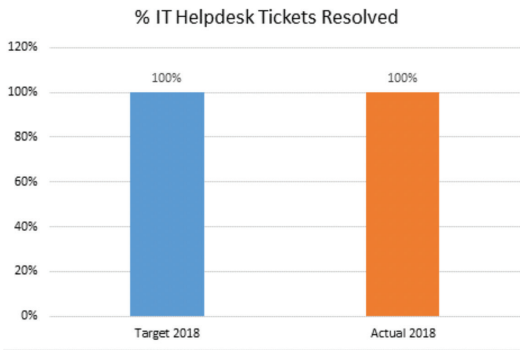


Fig6.2.1: IT Helpdesk ticket summary

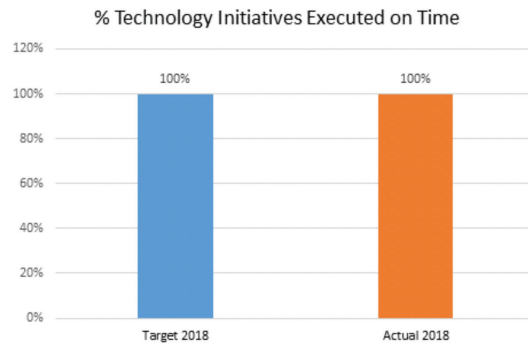


Fig6.2.2: Technology Initiatives

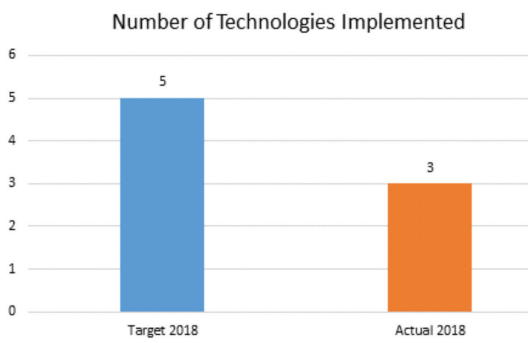


Fig6.2.3: Technology Implementation

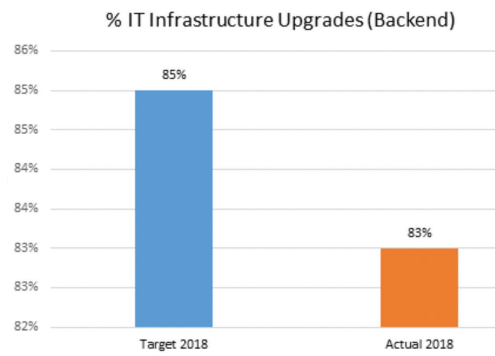


Fig6.2.4: Infrastructure Upgrades (back end)

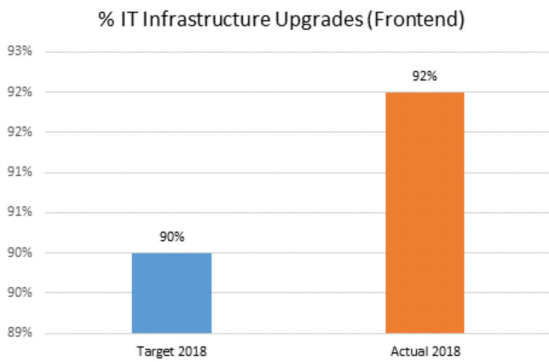


Fig6.2.5: Infrastructure Upgrades (front end)

SECTION 7
FINANCES

Tuition Fees

Tuition Fees for 2018	
Academic Program	Tuition Fees
Executive Master of Public Administration (EMPA)	AED140,000
Master of Public Administration (MPA)	AED120,000
Master of Innovation Management (MIM)	AED120,000
Master of Public Policy (MPP)	AED120,000

SECTION 8
EXTERNAL
ENGAGEMENT

Agreements and MoU

MBRSG management is keen on building partnership, fostering cooperation and sharing expertise, studies and research with government entities and private organizations in the UAE as well as a number of regional organizations to support the MBRSG strategic goals and projects. MBRSG has signed several partnership agreements and MoUs with private sector companies, international organizations and academic institutions specialized in government and public administration. The entities with which MBRSG is partnered is provided below:

#	Entity name
1	Higher Colleges of Technology
2	Dubai Government Human Resource Department
3	King Abdullah II Center for Excellence
4	Prime Minister Office
5	General Directorate of Residency and Foreigners Affairs
6	Dubai Government Excellence Program
7	UAQ Executive Council
8	Academy of public administration under the president of Kazakhstan
9	Dubai Health Authority
10	Economic Cities Authority
11	Smart Dubai Office
12	The Supreme Legislation Committee
13	Community Development Authority
14	Federal Competitiveness and Statistics Authority
15	United Nations Development Programme
16	Ministry of Public Sector Development
17	Roads and Transport Authority
18	Younsi University
19	The Geneva School of Diplomacy and International Relations
20	Dubai Future Foundation

List of Public Events

In the year 2018, MBRSG hosted 20 public events, including seminars, report launch, lectures and forums. The total number of attendees for the events stood at 1979, and the UAE Public Policy Forum held in January 2018 had the highest turnout of 657 attendees.

Month	Event	Type of Event
January	New York University Delegation Visit	Public Lecture
	UAE Public Policy Forum	Forum
February	Advancing Food Security in the UAE	Report Launch
	Food Security Roundtable with the Minister of State for Future Food Security	Roundtables
	Food Security Ministerial Panel	Panel
	Design Thinking Lab	Public Event
March	Public Administration Reform – Pierre Thernard	Public Lecture
April	Institutional Philanthropy in the United Arab Emirates	Report Launch
May	Public Administration Forum	Forum
September	Nation, City and Corporate Brands	Research Seminar
	Reconciling National Interests and Global Climate Justice: The Role of Human Rights in Optimizing Development Co-benefits of Climate Action	Public Lecture
	MBRSG Graduation Ceremony 2017	Public Event
	Best Practices in Serving People of Determination	Knowledge Café
October	FDI Policy Forum: The Public Policy Innovation Race	Forum
	Advancing Food Security in the UAE	Research Seminar
	MBRSG Annual Alumni Gathering	Public Event
November	Public Policy in the UAE Book Launch Symposium	Book Launch Symposium
	The Political, Economic and Education History of Emirati Women	Seminar
	Preparing Students for the Future of Work	Policy Council
	Stress at Workplace: Management and Prevention	Knowledge Café



مبادرات محمد بن راشد آل مكتوم العالمية
Mohammed Bin Rashid
Al Maktoum Global Initiatives



كلية محمد بن راشد
للإدارة الحكومية
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

IE Department

In accordance with the CAA requirements, the Institutional Effectiveness (IE) Department collects and reports institution-wide data. The IE department is pleased to present this factbook which contains data for the period 1st January 2018 to December 2018 .

Direct: +97143175516

Mohammed Bin Rashid School of Government

Convention Tower, Level 13, P.O. Box 72229, Dubai, UAE

Tel: +971 4 329 3290 - Fax: +971 4 329 3291 www.mbrsg.ae - info@mbrsg.ae



/mbrsg



/mbrsg



/company/mbrsg



/+mbrsgae



/mbrsgae



mbrsgae