FACT
BOOK

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

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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 2019 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

2019 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 Centennial Vision 2071, which aspire to empower future leaders and to transform the country into the happiest on earth.

MBRSG expanded its program portfolio in 2017 with the launch 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, 2019 witnessed a significant upsurge in the number of enrolled students with MBRSG welcoming over 150 new students to the four postgraduate programs. In 2019, MBRSG graduates were 79 students.

Moreover, MBRSG launched in 2019 numerous Executive Education programs and diplomas tailored to address the increasingly complex policy challenges faced by public sector entities and semi government 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 2019 Fact Book. This valuable document captures our main achievements over one year, and includes statistics, milestones, and key deliverables.

Professor Raed Awamleh

2019

The Year in Review

NASPAA-Batten 2019 Global Competition

The Network of Schools of Public Policy, Affairs, and Administration (NASPAA) of which Mohammed Bin Rashid School of Government (MBRSG) is a Member, organized the NASPAA Batten 2019 Global competition on Refugee Simulation on 23 Feb 2019 at the American University in Cairo, Egypt. The event was contested by post-graduate students from various universities in the MENA region as well as from Europe. Three MBRSG students, Saeed Ali Naqib Abdulla, Khulood Al Shehhi and Fatima Juma Ali, and Professor Mohammad Habibur Rahman participated in the Competition and received a Letter of Appreciation from the American University in Cairo. Fatima Juma Ali's team won the first position in the Competition and became a part of the final global super judge round.

Public Administration Forum 2019

MBRSG launched the third annual Public Administration Forum, under the theme "Capacity Building for Future Readiness". The Forum was held under the patronage and in the presence of His Excellency Dr Ahmad bin Abdullah Humaid Belhoul Al Falasi, Cabinet Member, Minister of State for Higher Education and Advanced Skills, Chairman of the Federal Authority for Government Human Resources (FAHR). Discussions explored the prospects of building capacities among government employees, promoting scientific principles, future foresight, creativity, change management, excellence, and finding innovative solutions for future challenges.

Launch of "Knowledge Gate" portal

The Emirates Center for Government Knowledge (ECGK), part of the Mohammed bin Rashid School of Government (MBRSG), launched the 'Knowledge Gate', a unified smart portal that hosts government documents, directories, guidelines, standards, references and best practices that relate to vital areas in public management and administration in the United Arab Emirates.

2019 Graduation Ceremony

His Highness Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority, Chairman & Chief Executive of Emirates Airline & Group, and Chairman of Dubai Airports, honored the 6th batch of master's graduates from Mohammed bin Rashid School of Government. The ceremony witnessed the graduation of 83 students from the Executive Master of Public Administration (EMPA), Master of Public Administration (MPA), Master of Public Policy (MPP), and Master of Innovation Management (MIM) programs.

Launch of Ten Commandments of Governance

MBRSG launched the 'Ten Commandments of Governance', a book inspired by the 10 commandments of Governance by H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. The book reflects His Highness's ambitious vision to establish a comprehensive management approach to enable government officials to continue achieving excellence and leadership across all sectors.

MOU with Federal Competitiveness and Statistics Authority (FCSA)   October

MBRSG signed a Memorandum of Understanding (MoU) with the Federal Competitiveness and Statistics Authority (FCSA) to promote academic cooperation and exchange of expertise through the Master of Public Policy (MPP) program with a focus on sustainable development. The MoU was signed by His Excellency Dr Ali Sebaa Al Marri, Executive President of MBRSG, and H.E. Abdulla Nasser Lootah, Director General of FCSA, during an event attended by officials from both parties. The MoU is an extension of an earlier agreement the two entities signed in 2017 to enhance knowledge sharing and exchange of academic and scientific insights and experiences

Future Trip Program

MBRSG commenced the third edition of its 'Future Trip' program which enables leaders from the federal and local governments to keep up with global developments in the field of government administration, and to take proactive steps in preparation for the future and its challenges. The program also seeks to promote government excellence in the UAE, which has established itself as a global model of an innovation-based government. The first station of the future trip program, titled 'Government Leadership' was held and the event sought to empower the attending leaders, equipping them with expertise and experiences, to enable them to make sound, calculated decisions and improve services to meet international best standards.

Delegation from King Saud University   December

A delegation from King Saud University headed by H.E. Dr Badran bin Abdulrahman Al-Omar, President of King Saud University visited MBRSG. The visit culminated in the signing of an MOU between the two parties to enhance joint cooperation in the academic sector, facilitating the exchange of expertise, supporting scientific research, and upgrading government performance across all economic and service sectors in the UAE, Saudi Arabia, and subsequently, the rest of the Gulf Cooperation Council (GCC) region. The MOU covers various activities, including developing education in the fields of interest common for the two countries; organising visits for faculty members and researchers; exchanging academic expertise, publications, and information; setting up joint research projects; and organising scientific seminars, conferences, and training programmes; among various other activities.

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.

SCHOOL MILESTONES

2005	A royal decree is issued to mark the beginning of a distinctive journey
	MoU signed with Harvard Kennedy School 2005
	MoU Signed with Dubai e-Government
2006	Research Initiatives and Executive Education programs launched at DSG
	MoU signed with Dubai Customs, Microsoft, Royal Family Council of Bahrain
2007	Executive Diploma in Public Administration (EDPA) is launched in collaboration with Lee Kuan Yew School of Public Policy at the National University of Singapore
2008	DSG's first regional Board of Trustees constituted to govern DSG
	The Master of Public Administration program is granted initial accreditation by the UAE Ministry of Higher Education and Scientific Research
	Dubai Initiative is launched as a joint venture between the School and the John F. Kennedy School of Government

2009	DSG's graduates its first cohort of 31 graduates from the Master of Public Administration program 30 students successfully complete the Executive Diploma in Public Administration (EDPA) program
2010	73 students from the MPA, EDPA and Executive Education programs graduate in the School's second commencement ceremony
2011	The UAE Ministry of Higher Education and Scientific Research renewed DSG's license for further five years. DSG held its 3rd graduation ceremony honoring 21 students from the Master of Public Administration program.
2012	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 Visit by the Commission for Academic Accreditation for the renewal of accreditation of Master of Public Administration program.
2013	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. Dr Ali Sebaa Al Marri Appointed Executive President of Mohammed Bin Rashid School of Government MoU signed with the Department of Finance and the Federal Authority for Human Resources Launched the redesigned MPA program New MBRSG brand identity launched
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
2018	MBRSG won the bid to host the Sixth Global Symposium on Health Systems Research (HSR2020) in 2020 Agreement with Saudi Arabia's Economic Cities Authority to develop government operations and skills across the region

VISION, MISSION AND VALUES

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

Vision

- World Pioneer in applied knowledge of government administration

Mission

- We are an innovative platform that produces knowledge and empowers government leaders and policy makers through graduate level Education, Executive Training, Research and Advisory

Values

- Integrity
- Teamwork
- Professionalism
- Performance Excellence
- Innovation
- Successful Partnership

MBRSG STRATEGY

The MBRSG strategic plan includes 3 pillars:

GOVERNANCE AND PERSONNEL

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:

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

HE Tarish Eid Al Mansouri
Director General of Dubai Courts

H.E. Abdullah Ali Bin Zayed Al Falasi
Director General- Dubai Government Human Resources Department

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

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

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

Dr. Abdul Salam Al Madani
Chairman of INDEX Holding

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

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 Review Committee
- Grievance & Complaints Committee
- Work-related Offenses Committee
- Academic Research & Executive Education Board
- MBRSG School Council
- Board of Studies
- Rewards and Incentives Committee
- Directors Formal Biweekly Meeting
- Academic and Training Committee
- External Advisory Board
- Promotions Committee for Academic & Research Staff
- Internal Audit Committee
- Exam Board
- Award Board
- Progression Board
- Teaching and Learning Committee
- Occupational Health and Safety Committee
- Higher Committee for UAE Public Policy Forum
- Scholarship Committee
- DEAR Management Group

MBRSG Organization Structure 2019

Board of Trustees

Executive President

Institutional Effectiveness — President Office

- Excellence & Quality Management
- Planning & Project Management

Dean

- Executive Education Programs
  - Open Enrolment Programs
  - Executive Customized Programs
  - Innovation & Program Development
- Research & Advisory
  - Research Initiatives
  - Research Advisory & Support
- Academic Affairs
  - Faculty Affairs & Registrar
  - Student Affairs & Alumni
  - MBRSG Library
  - Admission & Programs Relations

- Corporate Support Services
  - Financial Affairs
  - Human Resource
  - Information Technology
  - Administrative Affairs
- Corporate Communication
  - Public Relations & Public Events
  - Communication & E-Marketing
  - Publications
- Business Development
  - Alliances and MOUs
  - Endowment

MBRSG Committee Structure

Board of Trustees Committees

- BOT Training Committee
- BOT Academic Committee

Executive President Committees

- Strategic Management Committee
- Reward & Incentives Committee
- Higher Committee for UAE Public Policy Forum

Academic & Research Committees

- Faculty & Research Review Committee
- Board of Studeis Committee
- Exam Board
- Award Board
- Progression Board
- Teaching & Learning Committee
- External Advisory Board
- Scholarship Committee

Other School Committees

- School Council
- Grievance & Complaint Committee
- Administrative Violation Committee
- Directors Formal Weekly Meeting
- Promotion Committee Academic & Research
- Institutional Effectivenss Audit
- Community Engagement Committee
- Occupational Health & Safety

MBRSG Key Personnel 2019

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 Emirates Center for Government Knowledge	Ms. Sarah Talib

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 2019

	Applica-tions	Offers	New En-rolments	Admissions Yield*	Matricula-tion Yield*
Master of Public Administration	50	21	15	42%	71%
Master of Innovation Management	69	28	17	41%	61%
Executive Master of Public Administration	174	103	99	59%	96%
Master of Public Policy	46	32	23	70%	72%
Total	**339**	**184**	**154**	**54%**	**84%**

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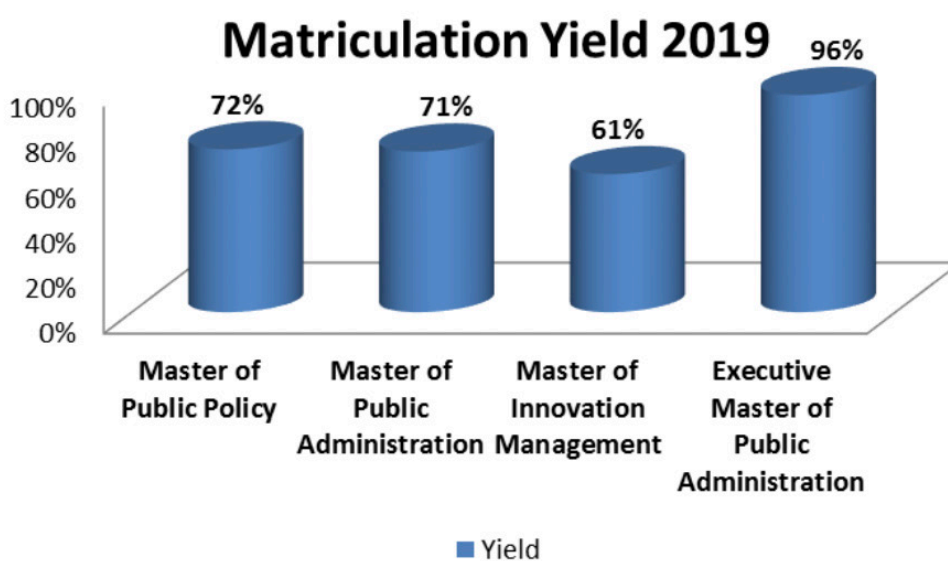

Fig 2.1.1: Matriculation Yield

Application Acceptance Rate

During 2019, MBRSG received a total of 339 applications of which 155 were rejected as they did not meet the admission criteria mandated by MBRSG, resulting in application acceptance rate of 54%.

Application Acceptance Ratio
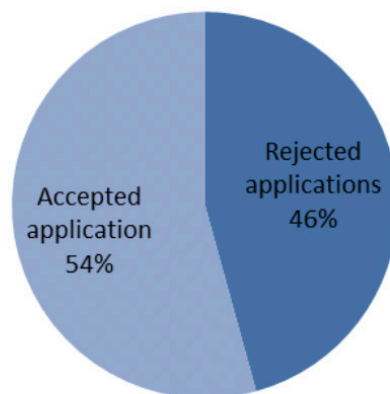
Fig 2.2.1: Application Acceptance Rate

Historical Admission Statistics (2014-2019)

MASTER OF PUBLIC ADMINISTRATION					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2019	50	21	15	42%	71%
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 (2017-19)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2019	69	28	17	41%	61%
2018	47	36	28	77%	78%
2017	43	43	23	100%	53.5%

EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (2017-19)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2019	174	103	99	59%	96%
2018	122	80	74	66%	93%
2017	146	81	62	55.5%	76.5%

MASTER OF PUBLIC POLICY (2017-19)					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2019	46	32	23	70%	72%
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 2019

Program Name	Student Type	Spring 2019			Fall 2019		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	3	1	2	12	3	9
	Re-enrolled	27	8	19	23	10	13
	Total	30	9	21	35	13	22
Master of Innovation Management	New	11	2	9	6	1	5
	Re-enrolled	32	11	21	37	13	24
	Total	43	13	30	43	14	29
Executive Master of Public Administration	New	70	55	15	29	14	15
	Re-enrolled	87	54	33	107	78	29
	Total	157	109	48	136	92	44
Master of Public Policy (General)	New	4	2	2	13	3	10
	Re-enrolled	2	0	2	6	2	4
	Total	6	2	4	19	5	14
Master of Public Policy (Education)	New	0	0	0	1	0	1
	Re-enrolled	1	0	1	1	0	1
	Total	1	0	1	2	0	2

Master of Public Policy (Health)	New	**0**	0	0	**0**	0	0
	Re-enrolled	**7**	1	6	**6**	1	5
	Total	**7**	1	6	**6**	1	5
Master of Public Policy (Science and Technology)	New	**1**	0	1	**0**	0	0
	Re-enrolled	**1**	0	1	**1**	0	1
	Total	**2**	0	2	**1**	0	1
Master of Public Policy (Social Policy)	New	**0**	0	0	**1**	0	1
	Re-enrolled	**1**	0	1	**1**	0	1
	Total	**1**	0	1	**2**	0	2
Master of Public Policy (Sustainable Development)	New	**1**	0	1	**2**	0	2
	Re-enrolled	**6**	2	4	**7**	2	5
	Total	**7**	2	5	**9**	2	7
Overall Enroll-ment	**New**	90	60	30	64	21	43
	Re-enrolled	164	76	88	189	106	83
	Total	254	136	118	253	127	126

Student Enrolment 2019

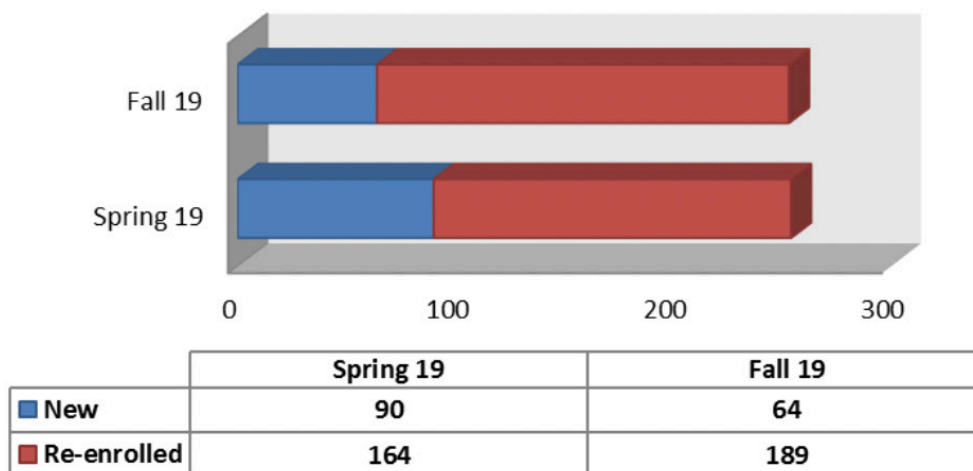|	Spring 19	Fall 19
New	90	64
Re-enrolled	164	189

Fig 2.4.1: Student Enrolment 2019 academic year

Student Headcount by Program and Gender for 2019

Program	Male		Female		Total
	No.	%	No.	%	
Master of Public Administration	14	30%	32	70%	46
Master of Innovation Management	16	30%	38	70%	54
Executive Master of Public Administration	123	66%	63	34%	186
Master of Public Policy	8	19%	34	81%	42
Total	**161**	**49%**	**167**	**51%**	**328**

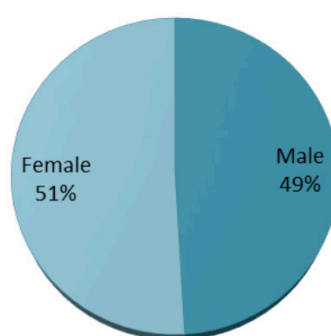## Student Distribution by Gender

Fig 2.5.1: Student Gender Distribution

Student Headcount by Program and Nationality for 2019

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	44	96%	2	4%	46
Master of Innovation Management	51	94%	3	6%	54
Executive Master of Public Administration	176	95%	10	5%	186
Master of Public Policy	34	81%	8	19%	42
Total	**305**	**93%**	**23**	**7%**	**328**

Students by Nationality

7%

93%

■ UAE nationals ■ Non-UAE nationals
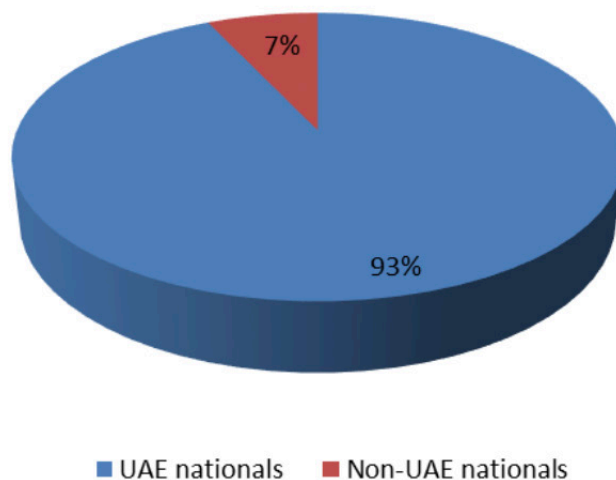
Fig 2.6.1: Student Nationality

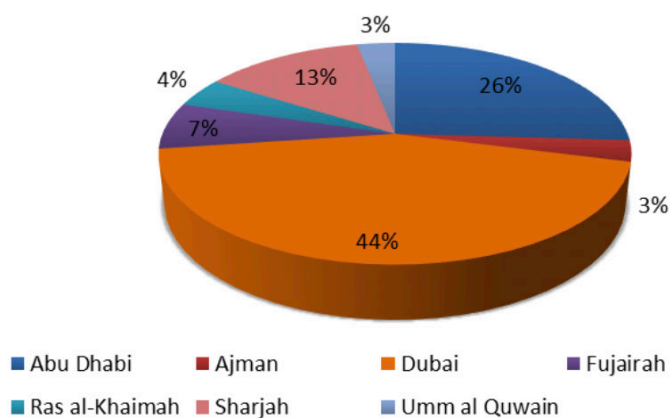## Students by Emirate of Residence

Student Distribution by Emirate

3%

4% 13%

26%

7%

3%

44%

■ Abu Dhabi ■ Ajman ■ Dubai ■ Fujairah
■ Ras al-Khaimah ■ Sharjah ■ Umm al Quwain

Fig 2.7.1: Student Emirate of Residence

Student Population Snapshot

Indicator	2016	2017	2018	2019
Number of new students	23	119	123	154
Total number of students	61	154	251	328
Number of male students	25 (41%)	68 (44%)	120 (48%)	161(49%)
Number of female students	36 (59%)	86 (56%)	131 (52%)	167(51%)
Percentage of UAE nationals	93%	92%	91%	93%
Number of countries represented by MBRSG students	4	9	12	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 (2019)

Indicator	Value
Number of new enrolments	15
Total Number of students (new + returning)	31
Percentage of UAE nationals	96%
Number of male students	14 (30%)
Number of female students	32 (70%)
Average age	32.2
Number of countries represented by MPA students	3
Average class size	7.4
Number of graduates	7

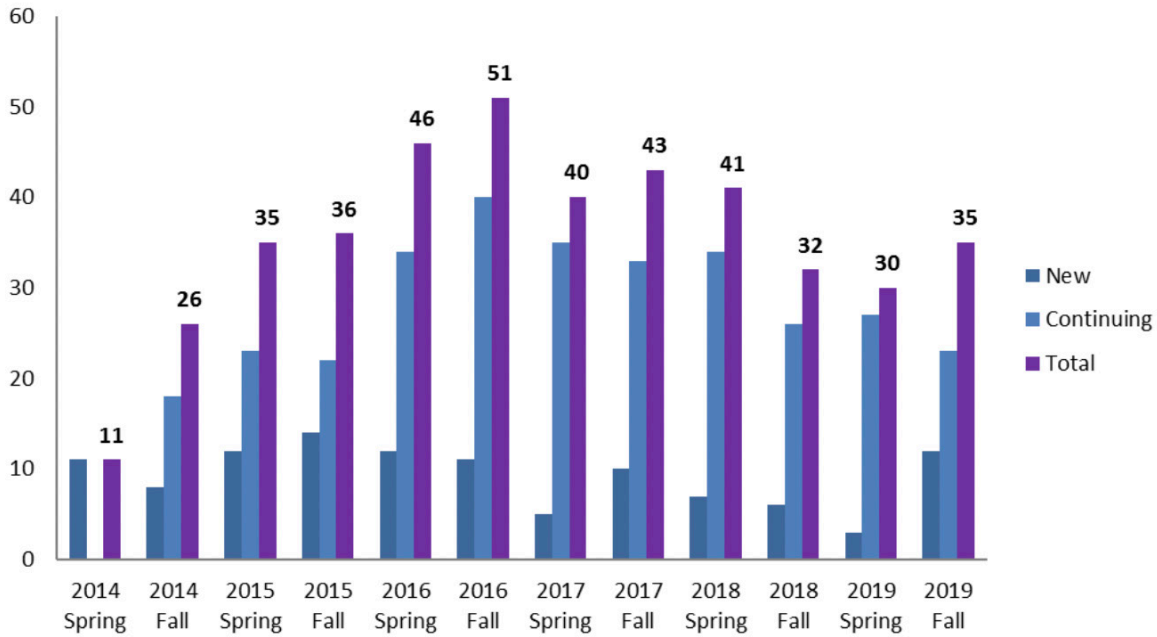| MPA Historical Enrolment Data												
	2014 Spring	2014 Fall	2015 Spring	2015 Fall	2016 Spring	2016 Fall	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall
New	11	8	12	14	12	11	5	10	7	6	3	12
Continuing	0	18	23	22	34	40	35	33	34	26	27	23
Total	11	26	35	36	46	51	40	43	41	32	30	35

Student Enrolment Data 2014-19

Fig 2.9.1: MPA Student Enrolment 2014-19

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 (2019)

Indicator	Value
Number of new enrolments	17
Total Number of students (new + returning)	54
Percentage of UAE nationals	94%
Number of male students	16
Number of female students	38
Average age	33
Number of countries represented by MIM students	4
Average class size	9.2
Number of graduates	4

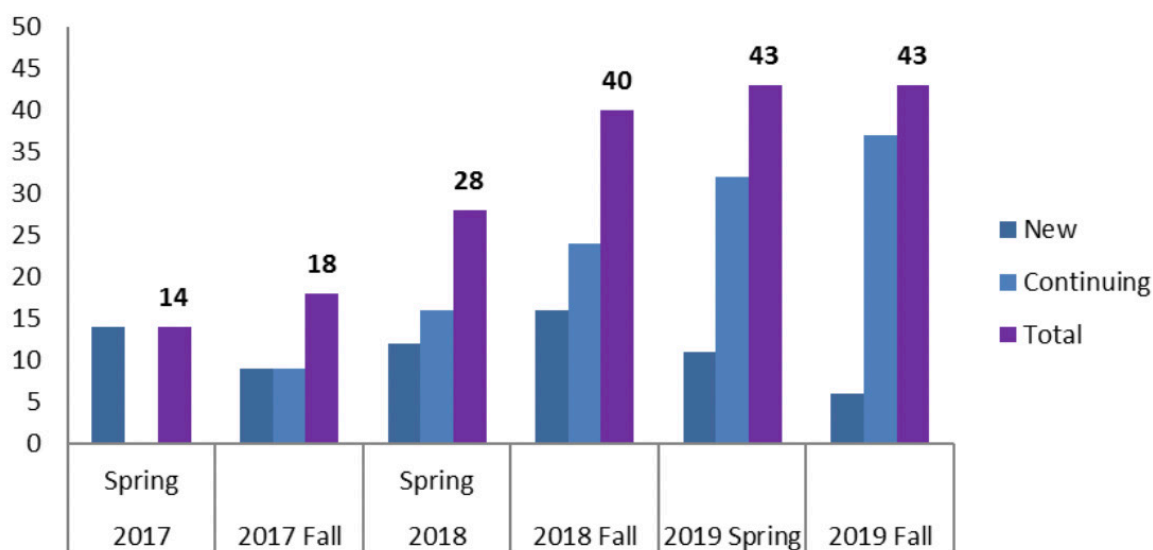| MIM Historical Enrolment Data						
	2017 Spring	**2017 Fall**	**2018 Spring**	**2018 Fall**	**2019 Spring**	**2019 Fall**
New	14	9	12	16	11	6
Continuing	0	9	16	24	32	37
Total	14	18	28	40	43	43

Fig 2.9.2: MIM Student Enrolment 2017-19

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 (2019)

Indicator	Value
Number of new enrolments	23
Total Number of students (new + returning)	42
Percentage of UAE nationals	78.6%
Number of male students	8
Number of female students	34
Average age	36.5
Number of countries represented by MPP students	8
Average class size	6.2
Number of graduates	3

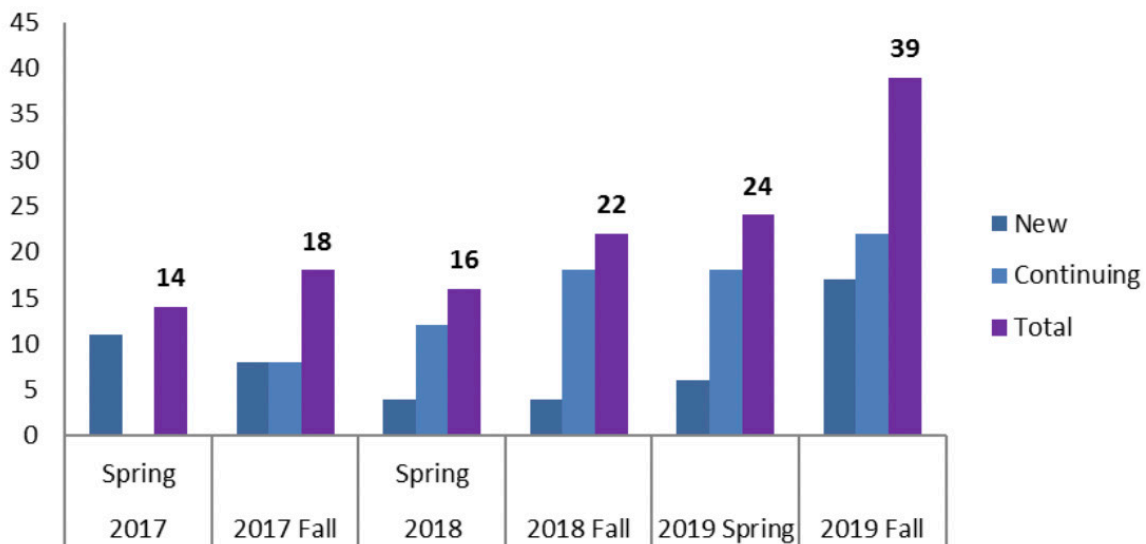| **MPP Historical Enrolment Data**						
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall
New	11	8	4	4	6	17
Continuing	0	8	12	18	18	22
Total	11	16	16	22	24	39

Fig 2.9.3: MPP Student Enrolment 2017-19

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 (2019)

Indicator	Value
Number of new enrolments	99
Total Number of students (new + returning)	186
Percentage of UAE nationals	94.6%
Number of male students	123
Number of female students	63
Average age	39.4
Number of countries represented by EMPA students	8
Average class size	28.9
Number of graduates	65

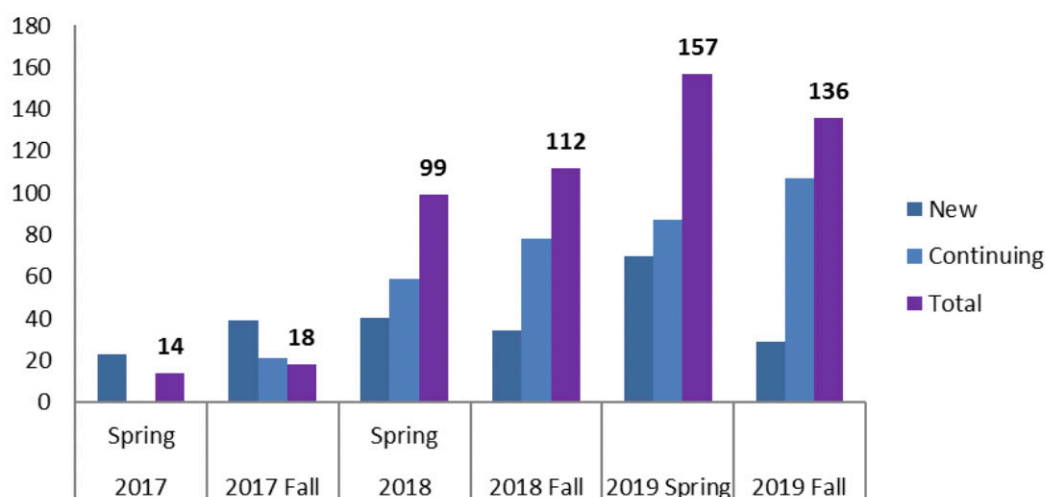| **EMPA Historical Enrolment Data**						
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall
New	23	39	40	34	70	29
Continuing	0	21	59	78	87	107
Total	23	60	99	112	157	136

Fig 2.9.4: EMPA Student Enrolment 2017-19

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 2019:

Student Grants 2019					
Number of grants	MPA	MIM	MPP	EMPA	Total
Number of grants	27	45	34	158	264

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 2019					
Type of Scholarship	MPA	MIM	MPP	EMPA	Total
MBRSG (internal scholarship)	9	7	6	1	23
External sponsorship	6	11	4	82	**103**
Total	**15**	**18**	**10**	**83**	**126**

Graduates

Overall MBRSG Graduates

MBRSG has produced a total of 236 graduates till date of which 147 graduates are from the Master of Public Administration program while 82 graduates are from the Executive Master of Public Administration program. Master of Innovation Management and Master of Public Policy produced its first batch of graduates in 2019 with 4 students graduating from Master of Innovation Management and 3 students graduating from the Master of Public Policy program. Of the 3 MPP graduates, 2 graduates were from the Sustainable Development specialization while 1 graduated from the Health specialization.

Year	2009	2010	2011	2015	2016	2017	2018	2019	Total
No. of Graduates	31	30	22	3	25	14	32	79	**236**

Fig 2.11.1: Graduates 2009-2019

Graduates by Program (2015-2019)										
	2015		2016		2017		2018		2019	
Program	No.	%	No.	%	No.	%	No.	%	No.	%
MPA	3	100%	25	100%	14	100%	15	46.9%	7	8.9%
EMPA							17	53.1%	65	82.3%
MPP									3	3.8%
MIM									4	5.1%
Total	3	100%	25	100%	14	100%	32	100%	79	100%
Graduates by Gender (2015-2019)										
	2015		2016		2017		2018		2019	
Gender	No.	%	No.	%	No.	%	No.	%	No.	%
Male	1	33.3%	12	48%	7	50%	15	46.9%	40	50.6%
Female	2	66.7%	13	52%	7	50%	17	53.1%	39	49.4%
Total	3	100%	25	100%	14	100%	32	100%	79	100%

Graduates by Nationality (2015-2019)										
	2015		2016		2017		2018		2019	
Nationality	No.	%	No.	%	No.	%	No.	%	No.	%
UAE Nationals	3	100%	21	84%	11	78.6%	30	94%	73	92.4%
Non- UAE Nationals	0	0%	4	16%	3	21.4%	2	6%	6	7.6%
Total	3	100%	25	100%	14	100%	32	100%	79	100%

2019 MBRSG Graduates

2019 Graduates by Program and Gender										
	EMPA		MPA		MPP		MIM		Total	
Gender	No.	%	No.	%	No.	%	No.	%	No.	%
Male	39	60%	0	0%	0	0%	1	25%	40	51%
Female	26	40%	7	100%	3	100%	3	75%	39	49%
Total	65	100%	7	100%	3	100%	4	100%	79	100%

Gender Distribution - 2019 Graduates
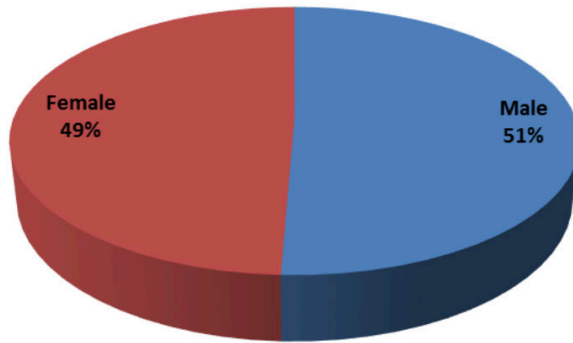
Fig 2.11.2: Gender Distribution – Graduates

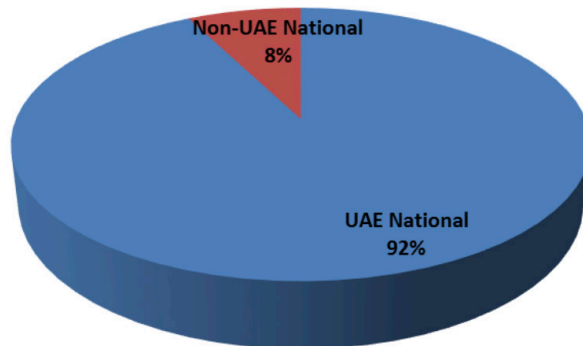| 2019 Graduates by Program and Nationality										
	EMPA		MPA		MPP		MIM		Total	
Nationality	No.	%	No.	%	No	%	No	%	No	%
UAE nationals	60	92.3%	7	100%	2	66.7%	4	100%	73	92.4%
Non-UAE nationals	5	7.7%	0	0%	1	33.3%	0	0%	6	7.6%
Total	65	100%	7	100%	3	100%	4	100%	79	100%

Nationality Distribution - 2019 Graduates

Fig 2.11.3: Nationality Distribution - Graduates

SECTION 3 – FACULTY AND STAFF

General Information

During 2019, a total of 60 full-time administrative staff and 12 full-time academic staff were employed at MBRSG. 7 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 2019	
Name	**Academic Rank**
Prof. Raed Abdellateif Al Awamleh	Professor
Prof. Martin Spraggon	Professor
Prof. Melodena Stephens	Professor
Dr. Mohammed Habibur Rahman	Professor
Dr. Scott William Fargher	Associate Professor
Dr. Racquel Warner	Assistant Professor
Dr. Mona Mostafa Ahmed Elsholkamy	Assistant Professor
Dr. Yosuif El-Ghalayini	Assistant Professor
Dr. Camille Vammalle Mounier	Assistant Professor
Dr. Immanuel Azaad Moonesar	Associate Professor
Dr. Aboubakr Mohame Zade	Assistant Professor
Dr. Mohammed Saleh AlMosa	Associate Professor

Classification by Academic Rank			
Professor	**Associate Professor**	**Assistant Professor**	**Total**
4	3	5	12

Classification by Academic Rank
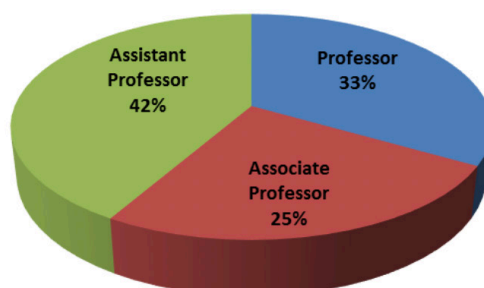
Fig 3.2.1: Academic Staff by Rank

Academic Staff Classification by Gender		
Gender	No.	Percentage
Male	8	66.7%
Female	4	33.3%
Total	12	100%

Academic Staff by Gender
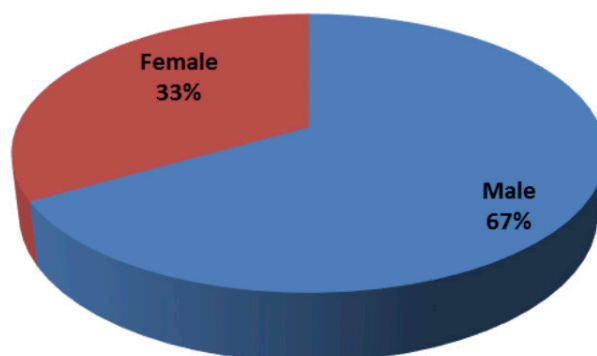
Fig 3.2.2: Academic Staff by Gender

Academic Staff (Full-time) Classification by Nationality	
Nationality	Total
Jordan	1
United Kingdom	1
Bangladesh	1
New Zealand	1
Jamaica	1
Egypt	1
Trinidad & Tobago	1
India	1
Canada	2
France	1
United States of America	1
Total	12

Administrative Staff

During 2019, 60 full-time administrative staff representing 20 countries worked at MBRSG. UAE nationals constituted 33.3% 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	6	3	3	50%	50%
Deans Office	2	0	2	0	100%
Corporate Communications	8	3	5	37.5%	62.5%
Corporate Support Services	22	17	5	77.3%	22.7%
ECGK	4	1	3	25%	75%
Executive Education	6	2	4	33.3%	66.7%
Institutional Effectiveness	4	0	4	0	100%
Research	5	1	4	20%	80%

Administrative Staff by Gender
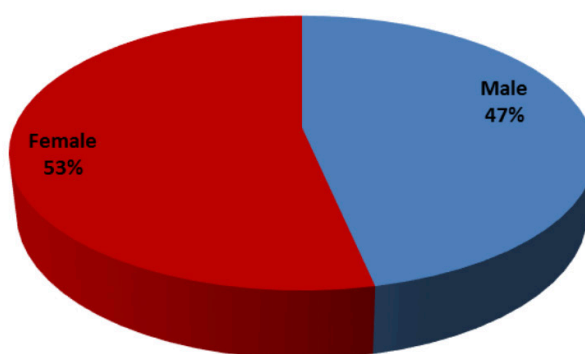
Fig3.3.1: Gender Distribution – Administrative Staff

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	1	3
Lebanon	0	2	2
Morocco	0	1	1
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	14	20
United States of America	0	1	1
Yemen	0	2	2
Total	28	32	60

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 2019 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 2019:

Type of Program	Academic staff	Administrative staff	Total
Number of Training Programs	7	18	25
Number of Conferences	19	27	46

Employment Data Snapshot

	2016	2017	2018	2019
Number of full-time administrative staff	47	53	58	60
Number of full-time academic staff	9	10	12	12
Number of part-time academic staff	0	6	7	10
Total number of full-time staff (administrative & academic)	56	63	70	72
Number of new employees hired	15	11	11	7
Staff turnover rate	21%	6%	7%	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 Academic Research and Executive Education Board 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 Board 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.

Academic Research and Executive Education Board members - 2019	
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
Sarah Shaer (Member)	Associate Researcher
Aisha Al Shamsi (Member)	Director of Executive Education
Saleh Al Hamouri (Member)	Executive Education Consultant
Amal Anwar Elsisi (Member & Secretary)	Research Officer

Research Output Snapshot

The table below provides the research output of the School for the past 5 years:

Description	2019	2018	2017	2016	2015
Policy Briefs	0	6	3	1	6
Opinion Editorial	0	5	1	1	5
Conference contribution/ Conference Proceeding Reports	5	15	14	13	8
Research in International Journals	4	7	0	1	1
Commissioned Research Report/ Paper	0	2	0	1	1
Books/Chapters	1 Book 11 Book chapters	21	1 book (edited) 15 book chapters	1	1
Seminars/Workshops	7	8	15	12	3

Case Studies (co-authored)	0	7	0	4	4
Local Research Reports	6	11	6	3	2
Blog Posts	0	0	1	3	4

Research Events

The table below provides the list of research events conducted during 2019

Event	Event Type	Date
ESCWA Regional Workshop on Arab Digital Economy Report	Round Table	6-7th Feb 2019
The Billionaire Raj: A Journey Through India's New Gilded Age	Research Seminar	27th Feb 2019
Understanding Climate Change Risks and Opportunities	Public Lecture	04th Mar 2019
The STEAM Dilemma: Advancing Sciences in UAE Schools – the Case of Dubai	Report Launch	25th Mar 2019
Sustainopreneurship: Leveraging Challenges, Creating Opportunities	Public Lecture	22nd April 2019
Social Innovation and Transformation	Public Lecture	16th June 2019
DGO 2019: 20th Annual Conference for Digital Governance Research	Conference	18-20th June 2019
Agile Government Skills Report Launch	Report Launch	11th Sep 2019
FDI Policy Forum: The Future Talent Ecosystem	Forum	2nd Oct 2019
Building the Inclusive City: Governance, Access, and the Urban Transformation of Dubai	Book Launch	06th Nov 2019
Inclusive Urban Development: Strategic Policy Directions	Policy Council	17th Nov 2019

Conference Attendance

Conference	Participant	Date
World Government Summit	Fadi Salem	Feb 2019
The OECD Network of Schools of Government	Fadi Salem	Oct 2019
14th Healthcare Insurance Forum	Dr Immanuel Moonesar	May 2019
AIB MENA Conference	Dr Immanuel Moonesar	Mar 2019
MEDLAB 2019	Dr Immanuel Moonesar	Feb 2019
Dubai Health Forum 2019	Dr Immanuel Moonesar	Jan 2019
OECD Schools of Government	Prof Raed Awamleh	Oct 2019
BETT MEA conference	Dr. Racquel Warner	Apr 2019
17th Annual ICIE Conference, Houston	Dr. Racquel Warner	Jul 2019
NASPAA conference and Accreditation Institute in Los Angeles	Dr. Racquel Warner	Oct 2019
Global Education Skills Forum	Dr. Racquel Warner	Mar 2019
AIB MENA Conference	Dr. Racquel Warner	Mar 2019
4th International Conference on Organization and Management	Dr. Mona Mostafa Ahmed Elsholkamy	Jun 2019
Conference at the University of Vienna, Austria.	Dr. Mona Mostafa Ahmed Elsholkamy	Apr 2019
20th International Celebratory Conference on Human Resource Development Research and Practice across Europe	Dr. Yousif El-Ghalayini	Jun 2019
AI Conference, Dubai	Prof Melodena Stephens	Sep 2019
AIB Annual Conference, Copenhagen	Prof Melodena Stephens	Jun 2019
8th Global Conference on Public Policy and Administration in the Global South: Governance, Policy Science and Economic Development	Dr. Abou Bakr Mohamed Zade	Nov 2019
World Government Summit	Dr. Camila Vammalle	Feb 2019
UAE Economic Forum	Salma Refass	Dec 2019
20th Annual International Conference on Digital Government Research	Lama Saleem Zakzak	Jun 2019
AIB MENA Conference	Lama Saleem Zakzak	Mar 2019

Research Publications

Title	Author	Type	Date
Dubai Policy Review, Vol 1	Multiple Authors (Prof Raed included)	Journal	Jan 2019
Actions and Insights - Middle East North Africa: Public Policy Perspectives, 6th Volume, Emerald Group Publishing, UK.	Prof. Read Awamleh, Prof. Melodena, Dr. Mona Elsholkamy Immanuel Azaad Moonesar	Book	Q1 2019
UAE Future Government: The Emerging Pillars	Raed Awamleh	Book Chapter	18/02/2019
Industrie 4.0: From Concept to New Reality	Asha-Maria Sharma	Book Chapter	18/02/2019
Reforming Policies on Refuge for Refugees	Sheikha Shamma bint Sultan bin Kalifa Al Nahyan and Melodena Stephens	Book Chapter	18/02/2019
Careem: Taking a Local Problem-Solving Approach to the Sharing Economy	Melodena Stephens	Book Chapter	1/1/2019
Determinants of Soft Power: The Case of United Arab Emirates	Fatima Al Zaabi and Raed Awamleh	Book Chapter	18/02/2019
Government Innovation & Creativity: A Case of Dubai	Immanuel Azaad Moonesar, Melodena Stephens, Mark Batey and David J. Hughes	Book Chapter	18/02/2019
The Future of Government: Navigating Legislation in the Sharing Economy	Mark Esposito	Book Chapter	18/02/2019
Fiscal Policy Reforms for the Future	Mona Elsholkamy	Book Chapter	18/02/2019
Electronic Health Record Management: Dubai Health Authority's Project 'Salama'	Ala'a Atallah Othman and Immanuel Azaad Moonesar	Book Chapter	18/02/2019
Organisational Culture, Leadership and Performance in Dubai Municipality	Amna Ahmad Al Suwaidi and Mohammad Habibur Rahman	Book Chapter	18/02/2019
The Dubai Statistics Centre: Innovation Management and Business Process Reform	Mona El-Sholkamy and Tara Fischbach	Book Chapter	18/02/2019

The Knowledge and Human Development Authority: Innovation in Human Resource Management and People's Happiness	Mona El-Sholkamy and Tara Fischbach	Book Chapter	18/02/2019
Building a Happy City: The Case of Smart Dubai's Happiness	Lama Zakzak and Fadi Salem	Book Chapter	18/02/2019
Impact of the use of Twitter on social and academic behavior of University Students	Shaikha Al Jasmi & Raed Awamleh	Book Chapter	18/02/2019
Supporting Social Enterprises and Social Entrepreneurship - The C3 Social Impact Assessment Program in 2017	Guy Burton, Anna-Lisa Goggs and Medea Nocentini	Book Chapter	18/02/2019
Kickstarting International Entrepreneurship: Start-up Chile Version 3.0	Melodena Stephens	Book Chapter	Jan 2019
Building Blocks for Sustainable Public Private Partnerships in Smart Dubai	Racquel Warner and Scott Fargher	Book Chapter	Jan 2019
Accelerating the Sustainable Development Goals through Digital Transformation	Multiple Authors	Proceeding Report	Jan 2019
Governance in the Age of Artificial Intelligence - Proceedings of 20th International Conference on Digital Governance Research (DGO2019), Dubai.	Yu-Che Chen, Fadi Salem, & Anneke Zuiderwijk	Conference Proceeding	Jun 19
Agile Government Skills Report	Melodena Stephens, Camila Vammalle and Martin Spraggon	Policy Council Proceeding Report	Sep 19
Inclusive Urban Development: Strategic Policy Directions	Victor Pineda, Lama Zakzak and Sandra Willis	Policy Council Proceedings Report	Dec 2019
The STEAM Dilemma: Advancing Sciences in UAE Schools – the Case of Dubai	Sarah Shaer, Lama Zakzak and Engy Osman Shibl	Research Report	March 2019
Cities for All: Urban Innovation for Inclusive, Resilient and Sustainable Cities	Victor Santiago Pineda, John Paul Cruz, Stephen Meyers	Research Report	Jan 2019
Promoting Synergies for the Attainment of Sustainable Development Goals in the UAE Health Care Sector	Hameedah Sayani, Immanuel Azaad Moonesar, Mona Mostafa Elsholkamy, Lama Zakzak	Research Report	Jan 2019

Culture and Heritage: A Foundation for Sustainable development through Understanding and Tolerance of Cultural Differences	Melodena Stephens, Shamma bint Sultan bin Khalifa Al Nahyan, Frederik Panz, Filareti Kotsi	Research Report	Jan 2019
eGovernment and the SDGs: How Estonia's Digital Government Contributes to Achieving the SDGs	Mark Esposito	Research Report	Jan 2019
Accelerating the Sustainable Development Goals through Digital Transformation	Hameedah Sayani, Fadi Salem	Research Report	March 2019
Governance in the Age of Artificial Intelligence - Proceedings of 20th International Conference on Digital Governance Research (DGO2019), Dubai.	Yu-Che Chen, Fadi Salem, & Anneke Zuiderwijk	Conference Proceeding	Jun 19
Agile Government Skills Report	Melodena Stephens, Camila Vammalle and Martin Spraggon	Policy Council Proceeding Report	Sep 19
Inclusive Urban Development: Strategic Policy Directions	Victor Pineda, Lama Zakzak and Sandra Willis	Policy Council Proceedings Report	Dec 2019
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Accelerating the Sustainable Development Goals through Digital Transformation	Hameedah Sayani, Fadi Salem	Research Report	March 2019

Can Digital Government Accelerate the Sustainable Development Goals? A Pathway to the Future	Vincenzo Aquaro	Dubai Policy Review Article	January 2019
Government Innovation in Action: Global Trends Towards 2019	Jamie Berryhill, Piret Tiret Tonurist	Dubai Policy Review Article	January 2019
Can Open Government be Implemented in the Arab World?	Nibal Idlebi	Dubai Policy Review Article	January 2019
What are the Policy Challenges for a Digital Economy in the Arab Region? Role of Data, Broadband and Digital Platforms	Carlo Maria Rossotto, Mona Farid Badran	Dubai Policy Review Article	January 2019
Re-thinking Public Innovation, Beyond Innovation in Government	Jocelyne Bourgon	Dubai Policy Review Article	January 2019
The Wicked Nature of Digital Transformation: A Policy Perspective	Jane E. Fountain	Dubai Policy Review Article	January 2019
Breaking the Cycle: How the Great Financial Crisis Can Prepare Us for the Next One	Nasser Saidi	Dubai Policy Review Article	January 2019
Digital Participation: A Public Administration Panacea?	Robert Madelin	Dubai Policy Review Article	January 2019
Soft Power 2.0	Joseph S. Nye	Dubai Policy Review Article	January 2019
Leadership in the Fourth Industrial Revolution	Marty Linsky, Ghaleb Darabya	Dubai Policy Review Article	January 2019
How Can We Achieve the SDGs? Strategic Policy Direction	Jeffrey D. Sachs	Dubai Policy Review Article	January 2019
The Secret Sauce of Singapore	Kishore Mahbubani	Dubai Policy Review Article	January 2019
Citizen-centric smart city development: The case of Smart Dubai's "Happiness Agenda" (20th Annual International Conference on Digital Government Research)	Lama Zakzak	Conference paper	June 2019
Women in Emerging UAE Narratives (Gulf Research Meeting in Cambridge 2019)	Sarah Shaer	Conference paper	Jul 2019

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 2019, MBRSG offered a total of 26 executive education programs. 145 trainers contributed to delivering the executive education programs. During 2019, 138 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 2019, 15 customized programs with a total of 60 modules were delivered to 7 entities. A total of 373 participants attended the customized programs.

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
	List of Customized Programs offered in 2019			
1	برنامج إعداد القادة لوزارة الداخلية المجموعة الاولى	3	8	28
2	برنامج إعداد القادة لوزارة الداخلية المجموعة الثانية	3	8	21
3	ورشة حكومة دبي	4	9	18
4	برنامج رواد المستقبل - الدبلوم المهني في إعداد القيادات الشابة	11	21	13
5	ADNOC Group A	2	4	14
6	ADNOC Group B	2	4	15
7	شركة العلم لأمن المعلومات	3	9	66
8	Ajman Leadership	12	37	20
9	هيئـة المـدن الاقتصاديـة (المملكـة - Economic Cities Authority العربيـة السـعودية)	1	5	21
10	شـهادة/ Professional Tax Certificateدائـرة الماليـة-DOF المهنيـة الضريبيـة المجموعـة السادسـة	4	12	29
11	شـهادة/ Professional Tax Certificateدائـرة الماليـة-DOF المهنيـة الضريبيـة المجموعـة السـابعة	4	12	37
12	شـهادة/ Professional Tax Certificateدائـرة الماليـة-DOF المهنيـة الضريبيـة المجموعـة الثامنـة	4	12	23
13	شـهادة/ Professional Tax Certificateدائـرة الماليـة-DOF المهنيـة الضريبيـة المجموعـة التاسـعة	4	12	19
14	الحوكمة والتنظيم الإداري- الشارقة للتخطيط	1	3	19
15	برنامج الإدارة الحكومية للقيادات الامنية	2	2	30
Total		**60**	**158**	**373**

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, 13 open enrollment programs were delivered with 40 modules and a total of 241 participants attended.

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1	Masterclass on Competitiveness	1	1	16
2	الابتكار في العمل الحكومي	1	1	7
3	Art of Negotiation	1	1	4
4	Strategic Management and Leadership	1	1	3
5	Organizational Design from Theory to Implementation	1	1	15
6	التوجهات المستقبلية لإدارة الموارد البشرية في الجهات الحكومية	1	1	15
7	تطبيقات الوصايا العشر للإدارة الحكومية	5	15	72
8	حوكمة الذكاء الاصطناعي	1	1	6
9	الحكومة المستقبلية والاجندة الوطنية لرؤية الامارات	1	1	6
10	الدبلوم المهني في التسامح	5	10	21
11	Health diplomacy for peace with World Health Organization	1	3	32
12	برنامج تصميم وتطوير الهياكل التنظيمية	1	3	21
13	برنامج رحلة المستقبل – الدفعة الثالثة المحطة الأولى: القيادة الإستثنائية في عصر التحديات	10	12	23
	Total	**40**	**51**	**241**

List of Open Enrollment Programs offered in 2019

Graduates from Leadership Program

Till date, a total of 2012 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	2019	Total
No. of graduates	219	30	92	30	16	360	567	158	122	72	132	76	138	**2012**

Number of graduates
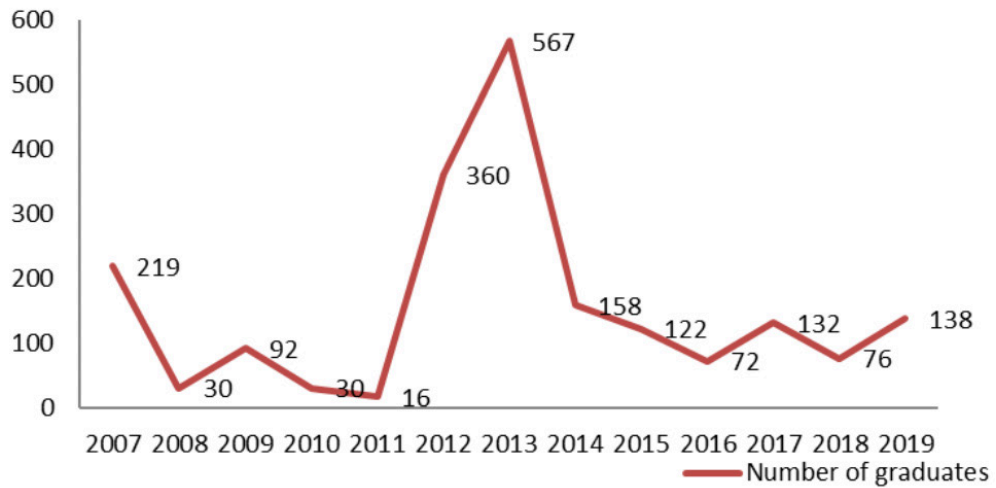
Fig 5.4.1 Executive Education Graduates 2007-19

Executive Education Data Snapshot

	2016	2017	2018	2019
Number of customized programs	10	11	7	11
Number of open enrollment programs	18	11	18	15
Total number of executive education programs	28	22	25	26
Number of clients (entities) served	10	12	7	10
Total number of participants	887	1346	654	614
Number of graduates from Leadership programs	72	132	76	138
Total number of training days	128	172	170	209
Total number of trainers	35	38	38	145

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	2019
Online databases	7	7	7	8
Number of books (printed)	6000	6500	7750	8000
Number of textbooks	60	70	50	54
Library availability (hours per week)	60	60	60	60
Number of journals	0	0	0 (no print journals)	0 (no print only electronic 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 IT below summary graphs of IT resource utilization and technology implementation provide a gauge of the effectiveness of the IT services provided.
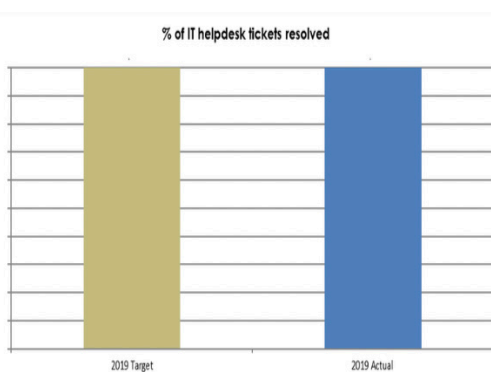

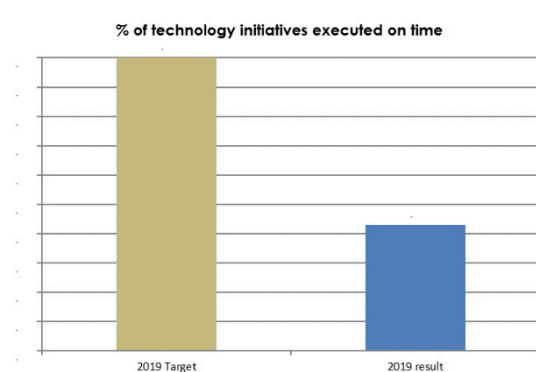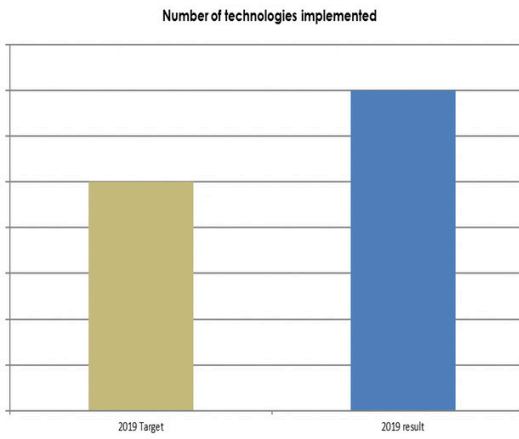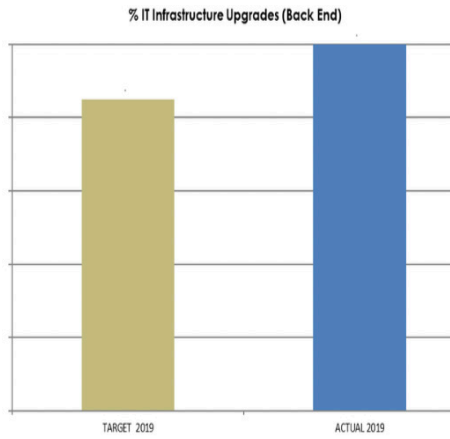**Fig6.2.1: IT Helpdesk ticket summary**
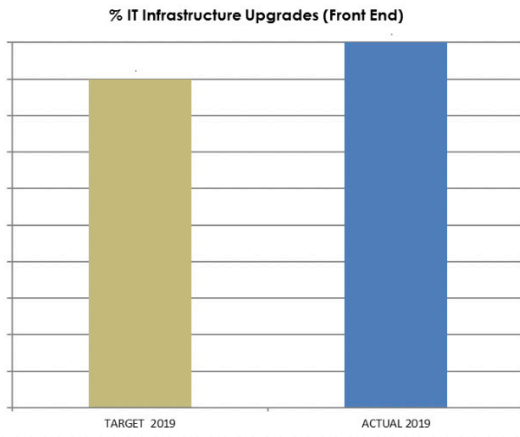

Fig6.2.2: Technology Initiatives

Number of technologies implemented

Fig6.2.3: Technology Implementation

% IT Infrastructure Upgrades (Back End)

Fig6.2.4: Infrastructure Upgrades (back end)

% IT Infrastructure Upgrades (Front End)

Fig6.2.5: Infrastructure Upgrades (front end)

SECTION 7 – FINANCES

Tuition Fees

Tuition Fees for 2019	
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	Academy of International Business
2	Academy of Public Administration- Kazakhstan
3	American University of Beirut- Knowledge to Policy Center
4	Arab Academy for Science, Technology and Maritime Transport
5	Arab Administrative Development Organization-ARADO
6	Community Development Authority
7	Bnsights DMCC
8	Department of Economic Development
9	Department of Family Development Center
10	Dubai Customs International
11	Dubai Government Human Resources Department
12	Dubai Government Human Resources Department
13	Dubai Health Authority
14	Dubai Media Inc.
15	Dubai Municipality
16	Dubai Smart Government
17	Dubai South
18	Dubai Tourism
19	Economic Cities Authority
20	ELM
21	Emarat Al Youm
22	Emirates Association for Management Consultants and Trainers
23	Etihad Export Credit Insurance
24	EXPO 2020
25	Federal Authority for Government Human Resources
26	Federal Competitiveness and Statistics Authority
27	Federal Competitiveness and Statistics Authority- Addendum
28	General Directorate of Residency and Foreigners Affairs
29	Gulf Research Center
30	Hamdan Smart University
31	Hawkamah Institute for Corporate Governance
32	Higher Colleges of Technology
33	International Institute for Tolerance

34	King Abdullah Center for Excellence (KACE)
35	King Saud University
36	Microsoft
37	Ministry of Foreign Affairs and International Cooperation
38	Ministry of Human Resources and Emiratisation
39	Ministry of Public Sector Development- Jordan
40	National Bureau of Statistics
41	Ottawa University
42	Prime Minister's Office
43	Road and Transport Authority
44	Road and Transport Authority
45	The Dubai Government Excellence Program
46	The Executive Council of Um Al Quwain
47	The Geneva School of Diplomacy and International Relations
48	The Supreme Legislation Committee
49	United Nations Development Programme
50	University of Jordan

List of Public Events

In the year 2019, MBRSG hosted 16 public events, including seminars, report launch, lectures and forums. The total number of attendees for the events stood at 2545, and the UAE Public Policy Forum held in February 2019 had the highest turnout of 1173 attendees.

Month	Event	Type of Event
January	UAE Public Policy Forum	Conferences
February	MBRSG Research Seminar titled: The Billionaire Raj - A Journey Through India's New Gilded Age	Seminar
March	Understanding Climate Change Risks and Opportunities	Public Lectures
	The STEAM Dilemma Report Launch	Forums
April	AUD Student Delegation Visit	Delegation Visit
	Sustainopreneurship	Public Lecture
	Public Administration Forum	Forum
June	Social Innovation and Transformation in the UAE	Public Lecture
	DGO 2019	Conference
September	Launching the Agile Government Report	Report Launch
	MBRSG Graduation Ceremony	Public Event
October	FDI Policy Forum	Forum
	Press conference - Book Launch	Book Launch
November	Building the Inclusive City	Public Lectures
	Policy Council	Round Table
	King Saud University Delegation	Delegation Visit

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

كليـــة محمـــد بن راشـــد
للإدارة الحكـــــومـــــية
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 2019 to December 2019.

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