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
FACT BOOK

2023

motivation · vision · research · innovation · ideas · business · marketing · leadership · management · solution · teamwork · manager · teaching · plan · success

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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

Guided by visionary leadership and a steadfast commitment to strategic foresight, the United Arab Emirates (UAE) strides confidently towards global prominence. With meticulously crafted plans and a penchant for innovation grounded in science, knowledge, and experience, the UAE stands as a beacon of progress and prosperity, inspiring individuals and governments worldwide.

The UAE's unparalleled success stems from a steadfast dedication to nurturing and empowering its human capital, particularly in cultivating adept leaders capable of realizing strategic objectives. Recognizing that global competitiveness hinges upon the quality of its people, the UAE prioritizes the development of competent, qualified individuals poised to effect positive change.

In light of this philosophy, and under the supervision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the Mohammed Bin Rashid School of Government (MBRSG) stands out as an emblem of the UAE's progress and its constructive engagement with the international community.

At the core of its mission lies the empowerment of government leaders and the cultivation of future minds to bolster public administration, foster sustainable development, and amplify the nation's developmental vision on both local and global scales.

Guided by the wise vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, MBRSG endeavors to modernize public administration systems, enhance governmental efficiency, and embody principled governance, catalyzing pioneering advancements across all spheres of life.

With a cadre of distinguished researchers and academics, MBRSG pioneers a comprehensive research and development framework in public policy, bridging theory with practical application to fortify government actions within the UAE and beyond. Through cutting-edge programs and experiential learning, the institution equips future leaders with the skills needed for achieving strategic objectives and driving excellence in public administration and public policy.

MBRSG takes immense pride in its strategic approach, which values collaboration and openness with pioneering, distinguished, specialized, and effective partners in the field of public policy and government management. Through fostering a comprehensive and diverse matrix of partnerships at the local, regional, and international levels, the School views collaboration as fundamental to achieving innovation, success, and prosperity, thus building a thriving future for generations to come.

Dr. Ali bin Sebaa Al Marri

Dean's Foreword

The year 2023 was another year on continuous great achievements for the Mohammed Bin Rashid School of Government. As a global platform of public sector knowledge, our key objective is producing and sharing academic and policy research and insights on critical themes in line with the UAE Centennial Vision 2071. This ambitious vision aims to empower future leaders and to transform the country into the happiest on earth.

The climate change initiatives and the UN Sustainable Development Goals require the type of exceptional collective action that brings humanity together to solve problems and help and protect all citizens of the world. This is the time for leadership, the type of leadership that serves and guards while creating public value. The MBR School of Government aims to prepare future leaders with the kind of public service values and skills they will need to tackle complexity and aid governments address immediate and long term public needs.

Throughout the year, we pressed on with new initiatives including academic teaching, executive education, and research. We also collaborated with national and international organizations focusing on health, innovation, and future government policies. We had impactful participation in key international level events such the World Government Summit. Furthermore, we published a record number of books, policy briefs, and journal articles. Additionally, we held numerous public seminars addressing topics relevant to the country, region, and the world.

Thus, it gives me great pleasure to welcome you to our 2023 Fact Book. This valuable document captures our main achievements over one year, and includes statistics, milestones, and key deliverables. Once again, welcome to the Mohammed Bin Rashid School of Government, and I wish you all happiness and progress.

Professor Raed Awamleh

2023: The Year in Review

Future of SMEs in the UAE MBRSG, in collaboration with the Ministry of Economy and with support from Google, launched a major report titled 'The Future of SMEs in the UAE - Drafting a Future Roadmap and Lessons for the Post-Pandemic Phase' at a policy workshop. The report is an outcome of multi-year fieldwork study by the Policy Research Department at the MBRSG, identifying challenges that face small and medium-sized enterprises (SMEs) in the UAE, and proposing future policy directions to strengthen the sector. The report is based on a series of policy workshops and a country-wide survey involving around 500 start-ups and SMEs over the past two years, in addition to a series of interviews with stakeholders across the UAE.	**January**
Launch of Alumni Association MBRSG launched its alumni association in an effort to strengthen ongoing communication with its graduates and use their pioneering expertise in government work in the UAE, the region, and the world, to enrich MBRSG's academic community and empower a new generation of government leaders. The association was launched in a grand ceremony organised by MBRSG at the Mohammed bin Rashid Library in Dubai, bringing together notable graduates from its academic programmes.	**February**
Launch of special edition of the 'Agile Government' book A special edition of the book Agile Government: Emerging Perspectives in Public Management was released at the World Government Summit (WGS) 2023. The book project, which began immediately after the borders closed during the pandemic, took two years to complete. Featuring research by 38 authors from around the globe, the book provides valuable insight into in the topic of agile government across different country contexts as well as across a range of public sector themes such as human resources, healthcare, education and government digitalization.	**February**
Launch of the Second Edition of the Global Economic Diversification Index MBRSG launched the second edition of the Global Economic Diversification Index 2023 with a panel of global experts from the IMF and the World Bank at the World Government Summit in Dubai. The second edition of the Index, which is developed by the MBRSG in partnership with The World Government Summit, expanded its coverage in 2023 to a total of 105 countries, up from 83 in the previous edition. The index covers all geographies, resource and non-resource-based economies over a period of 22 years. The Index quantifies countries' diversification journey globally, by specifically focusing on three aspects of diversification: Output diversification, trade diversification and government revenue diversification.	**February**
Arab Public Administration Report During the World Government Summit 2023, MBRSG in partnership with the World Summit Foundation and the Arab Administrative Development	**February**

Organization (ARADO) launched the Arab Public Administration: Digital Transformation Report. The report in Arabic signifies the importance of redesigning government digital systems to reduce the large gap between the expectations of Arab societies and the digital services provided by governments. The report was the outcome of more than 1600 interviews with government officials in the Arab countries, with the aim of studying their views on future directions and exploring digital transformation and its role in developing Arab government work.	
MoU with Government and Department of Human Resources- Government of Ajman MBRSG signed an MoU with the Department of Human Resources- Government of Ajman to strengthen collaboration between the two entities in conducting knowledge councils, and providing specialised training courses and workshops in advancing the professional development of the professionals.	**May**
MoU with Dubai Air Navigation Services (DANS) DANS signed an MoU with the MBRSG to expand cooperation opportunities in four areas: knowledge exchange, specialized training, research and studies, and academic programs. A training contract for the execution of the Executive Diploma Program in Government Management and Leadership was also included in the MOU, with the goal of establishing and enhancing the capacities of the institution's leaders in the second and third lines.	**June**
Internship program for the students from Kazakhstan MBRSG organized an internship program for students in the Master of International Relations at the Institute of Diplomacy of the Academy of Public Administration under the President of the Republic of Kazakhstan.	**June**
MoU with "Majra" MBRSG signed a Memorandum of Understanding with Majra, the federal authority tasked with developing regulations to manage, document, and guide social responsibility, to launch the Diploma in Leadership for Sustainability and Social Responsibility.	**July**
MoU with The Ministry of Industry and Advanced Technology (MoIAT) MBRSG signed an MoU with MoIAT to provide academic support to ministry staff, as well as innovative training and research programs.The collaboration is in line with the National Strategy for Industry and Advanced Technology, which promotes best practices in administrative services and fosters a culture of innovation within institutions. The agreement aligned with MBRSG's role in strengthening the contribution of government entities to knowledge enrichment and empowering Emirati talent.	**August**
Launch of Happiness Council MBRSG announced the launch of the Happiness Council that aims to prioritize employee happiness and wellbeing and enhance their sense of pride and belonging in line with the national goals of promoting the happiness of all members of the society. The Council was launched under the theme, "Creating Happiness, Cultivating Unity", and comprises of 11 employees from MBRSG.	**September**

MBRSG Graduation Ceremony His Highness Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, Chairman of Dubai Sports Council, attended a graduation ceremony for the tenth cohort of the Mohammed Bin Rashid School of Government (MBRSG), comprising students from various master's programs. A total of 79 graduates from various local and federal entities graduated from the institution's four programs.	**November**
17th annual conference of the Arab Society for economic research The 17th annual conference of the Arab Society for economic research was organized by MBRSG in collaboration with the Arab Society for Economic Research (ASFER) under the slogan "climate change and its implications on Arab economic development".	**November**

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	• Launched research Initiatives and Executive Education programs • 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 for three Master programs - Master in Innovation Management, Executive Master of Public Administration in Arabic, and Master of Public Policy 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
2019	• MBRSG launched the third annual Public Administration Forum, under the theme "Capacity Building for Future Readiness" • MBRSG launched the 'Knowledge Gate', a unified smart portal that hosts government documents, guidelines, standards, references and best practices that relate to vital areas in public management and administration in the UAE • 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.

	• Launch of the OneBlue online survey solution to conduct School-wide surveys for faculty, staff, students, employers and alumni • Launch of the performance and risk management solution provided by Corporater. The school performance management system called "Qeyas" was successfully launched to capture both school and department-wise strategic and operational KPIs.
2020	• Launch of Professional Diploma Programme comprising of four Professional Diplomas, namely, 'Professional Government Administrator', 'Professional Public Policy Analyst', 'Professional Public Leader', and 'Professional Digital Leader' • MBRSG signed a Memorandum of Understanding (MoU) with Dubai Health Authority (DHA) to enhance academic cooperation and exchange of knowledge • MBRSG hosted the Sixth Global Symposium on Health Systems Research (HSR2020) in collaboration with the Knowledge to Policy (K2P) Center at the American University of Beirut, as well as the World Health Organisation and the Alliance for Health Policy and Systems Research.
2021	• 285 students graduated from MBRSG's Master's programmes in various disciplines including administration, innovation and public policy. • The newly appointed MBRSG Board of Trustees held its first meeting, headed by its Chairman His Excellency Abdulla Ali bin Zayed Al Falasi, Director General of the Dubai Government Human Resources Department
2022	• MBRSG graduated its ninth cohort of Master students at a ceremony which took place at the Museum of the Future. A total of 93 graduates from various local and federal entities graduated from the institution's four programs. • MBRSG graduated 125 students who successfully completed the Executive Diploma in Public Policy program. • MBRSG signed a partnership with the World Government Summit Organization to develop futuristic and scientific content, and organize a series of global and regional conversations that support empowering and enabling the next generation of governments to overcome future challenges through innovative solutions. • MBRSG launched the book "Agile Government: Emerging Perspectives in Public Management" which features research by 38 authors from around the globe.
2023	• Published "Agile Government" book at the World Government Summit, highlighting agile governance. • Released the Arab Public Administration Digital Transformation Report to enhance government digital systems. • Conducted the Ramadan Knowledge Series on key topics like AI, climate finance, and CSR. • Hosted the 17th Annual Conference on Climate Change's impact on Arab economic development.

VISION, MISSION AND VALUES

In 2022, MBRSG reviewed its strategy, and re-defined its vision, mission, strategic objectives and core values.

Vision
- Shaping the future leaders for better tomorrow

Mission
- To build a sustainable future through wise leadership & impactful public administration

Values
- Innovate
- Collaborate
- Empower
- Excel

MBRSG STRATEGY

The MBRSG strategic plan includes 3 pillars:

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. (9) of 2021 on the formation of the Board of Trustees of the MBRSG. The new Board, is chaired by HE Abdullah Ali Bin Zayed Al Falasi (Director General – Dubai Government Human Resources Department) and comprises of prominent public officials:

HE Aisha Miran (Vice Chairman)
Director General- Knowledge and Human Development Authority

HE Younus Abdulaziz Al Nasser
Assistant Director General- Dubai Digital Authority

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

Mrs Raja Al Mazrouei
Chief Executive Officer – Etihad Credit Insurance

Dr Yasar Jarrar
Managing Partner IAG
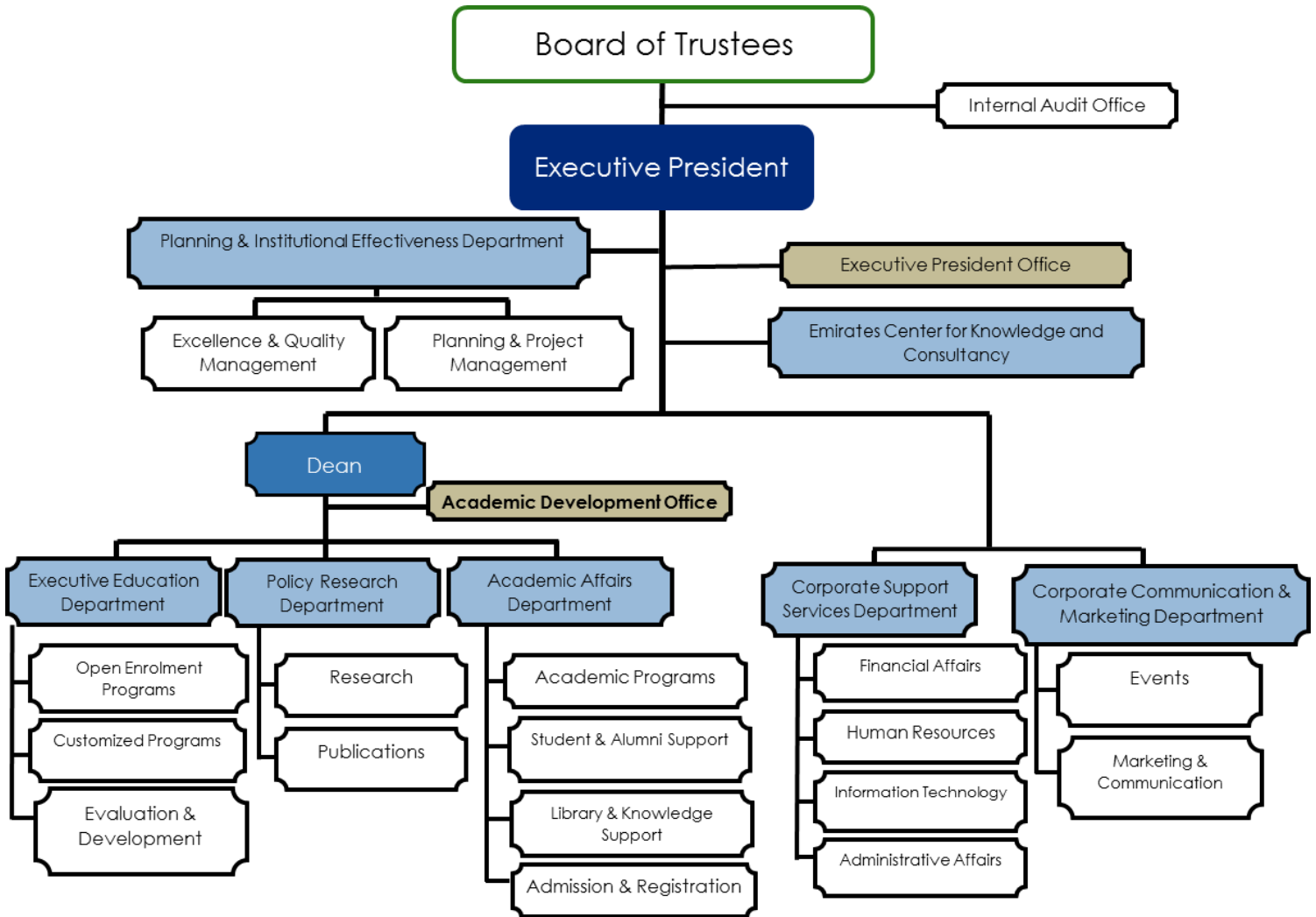
HE Dr Ali bin Sebaa Al Marri
Executive President- Mohammed Bin Rashid School of Government

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:

- 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
- 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
- Direct Purchase Committee

3. MBRSG Organization Structure 2023

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                          Board of Trustees
                                 |
                                 |------------------ Internal Audit Office
                                 |
                          Executive President
                                 |
  Planning & Institutional       |------------------ Executive President Office
  Effectiveness Department       |
         |                       |------------------ Emirates Center for Knowledge
         |                                            and Consultancy
  +------+------+
  |             |
Excellence &   Planning &
Quality        Project
Management     Management

         Dean
  Academic Development Office
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Dean

Academic Development Office

Executive Education Department	Policy Research Department	Academic Affairs Department	Corporate Support Services Department	Corporate Communication & Marketing Department
Open Enrolment Programs	Research	Academic Programs	Financial Affairs	Events
Customized Programs	Publications	Student & Alumni Support	Human Resources	Marketing & Communication
Evaluation & Development		Library & Knowledge Support	Information Technology	
		Admission & Registration	Administrative Affairs	

4. MBRSG Key Personnel 2023

Executive President	Dr Ali bin Sebaa Al Marri
Dean	Prof Raed Awamleh
Director of Academic Affairs	Dr Arthur King
Director of Institutional Effectiveness	Ms Aisha Ibrahim Zayed Al Ali
Director of Executive Education	Ms Aisha Al Shamsi
Director of Policy Research	Dr Fadi Salem
Director of Corporate Communication and Marketing	Salha Juma Bu-Kattara
Director of Corporate Support Services	Mr Mohammed Al Khatib

5. 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. In 2023, MBRSG submitted its application to the Ministry of Education for the renewal of the institutional licensure. A substantive change application was also submitted to the Ministry for offering programs in blended mode. 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 renewal of accreditation in 2022
Master of Public Policy (MPP) Specializations Education Health Science and Technology Social Policy Sustainable Development	Received renewal of accreditation in 2022
Executive Master of Public Administration (EMPA)	Received renewal of accreditation in 2022
Postgraduate Diploma in Innovation Management	Received renewal of accreditation in 2022
Postgraduate Diploma in Public Administration (English)	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (Arabic)	Received renewal of accreditation in 2022
Postgraduate Diploma in Public Policy Specializations Education Health Science and Technology Social Policy Sustainable Development	Received renewal of accreditation in 2022

STUDENTS AND GRADUATES

1. Admission Statistics 2023

Program Name	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
Master of Public Administration	105	17	9	16.2%	52.9%
Master of Innovation Management***	12	12	12	100%	100%
Executive Master of Public Administration	206	65	61	31.6%	93.8%
Master of Public Policy**					
Total	**323**	**94**	**82**	**29.1%**	**87.2%**

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation Yield**= No. of newly enrolled students/ No. of offers
** No new enrollments in Spring and Fall 2023 *** The program had only one intake in Fall 2023
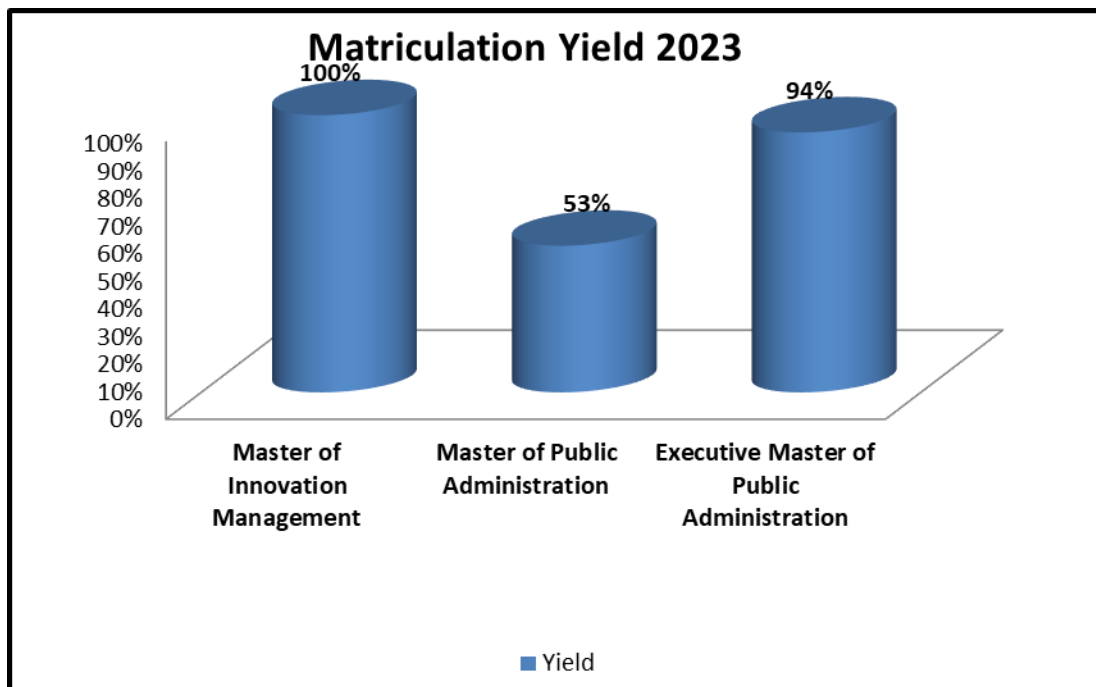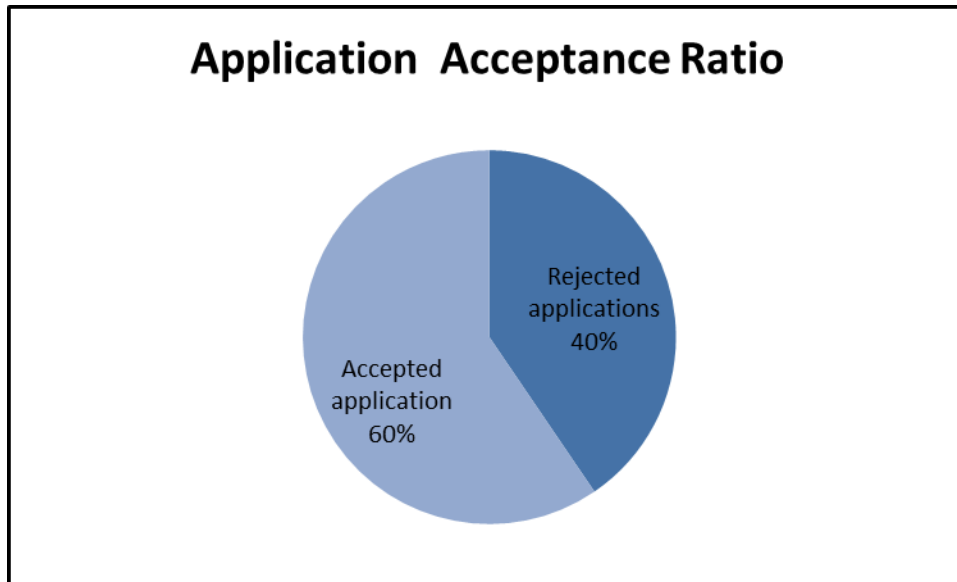

Fig 2.1.1: Matriculation Yield

2. Application Acceptance Rate

During 2023, MBRSG received a total of 323 applications of which 83 were rejected as they did not meet the admission criteria mandated by MBRSG.

Application Acceptance Ratio

Rejected applications 40%

Accepted application 60%

3. Historical Admission Statistics (2015-2023)

MASTER OF PUBLIC ADMINISTRATION					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2023	105	17	9	16.2%	52.9%
2022	46	27	12	58.7%	44.4%
2021	41	15	12	37%	80%
2020	26	23	9	88%	39%
2019	50	21	15	42%	71%
2018	25	21	13	84%	62%
2017	23	23	15	100%	65%
2016	-	29	23	-	79%
2015	50	38	31	76%	82%

MASTER OF INNOVATION MANAGEMENT (2017-2023)***

Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2023	12	12	12	100%	100%
2022	46	16	10	34.8%	62.5%
2021	107	57	17	53%	30%
2020	31	30	9	97%	30%
2019	69	28	17	41%	61%
2018	47	36	28	77%	78%
2017	43	43	23	100%	54%

EXECUTIVE MASTER OF PUBLIC ADMINISTRATION (2017-2023)

Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2023	206	65	61	31.6%	93.8%
2022	182	66	59	36.3%	89.4%
2021	119	54	45	45%	83%
2020	168	105	88	63%	84%
2019	174	103	99	59%	96%
2018	122	80	74	66%	93%
2017	146	81	62	56%	77%

MASTER OF PUBLIC POLICY (2017-2022)**

Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2023					
2022	25	13	11	52.0%	84.6%
2021	85	30	13	35%	43%
2020	29	23	16	79%	70%
2019	46	32	23	70%	72%
2018	22	20	8	91%	40%
2017	28	28	19	100%	68%

* **Admissions Yield**= No. of offers/No. of applications; **Matriculation** Y**ield**= No. of newly enrolled students/ No. of offers
** No new enrollments in Spring and Fall 2023 *** The program had only one intake in Fall 2023

4. Semester-wise Student Headcount by Program for 2023

Program Name	Student Type	Spring 2023			Fall 2023		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	**4**	0	4	**5**	3	2
	Re-enrolled	**20**	7	13	**15**	4	11
	Total	**24**	7	17	**20**	7	13
Master of Innovation Management*	New				**12**	6	6
	Re-enrolled	**19**	5	14	**12**	1	11
	Total	**19**	5	14	**24**	7	17
Executive Master of Public Administration	New	**38**	28	10	**23**	15	8
	Re-enrolled	**63**	46	17	**53**	38	15
	Total	**101**	74	27	**76**	53	23
Master of Public Policy (General)*	New						
	Re-enrolled	**12**	2	10	**6**	0	6
	Total	**12**	2	10	**6**	0	6
Master of Public Policy (Education)*	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Master of Public Policy (Health)*	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0
Master of Public Policy (Science and Technology) *	New						
	Re-enrolled	**0**	0	0	**0**	0	0
	Total	**0**	0	0	**0**	0	0

Program Name	Student Type	Spring 2023			Fall 2023		
		Total	Male	Female	Total	Male	Female
Master of Public Policy (Social Policy) *	New						
	Re-enrolled	**3**	0	3	**2**	0	2
	Total	**3**	0	3	**2**	0	2
Master of Public Policy (Sustainable Development) *	New						
	Re-enrolled	**2**	0	2	**0**	0	0
	Total	**2**	0	2	**0**	0	0
Overall Enrollment	**New**	**42**	28	14	**40**	24	16
	Re-enrolled	**119**	60	59	**88**	43	45
	Total	**161**	88	73	**128**	67	61

* *New students were not admitted to MPP program in Spring and Fall 2023. New students were not admitted to MIM program in Spring 2023.*
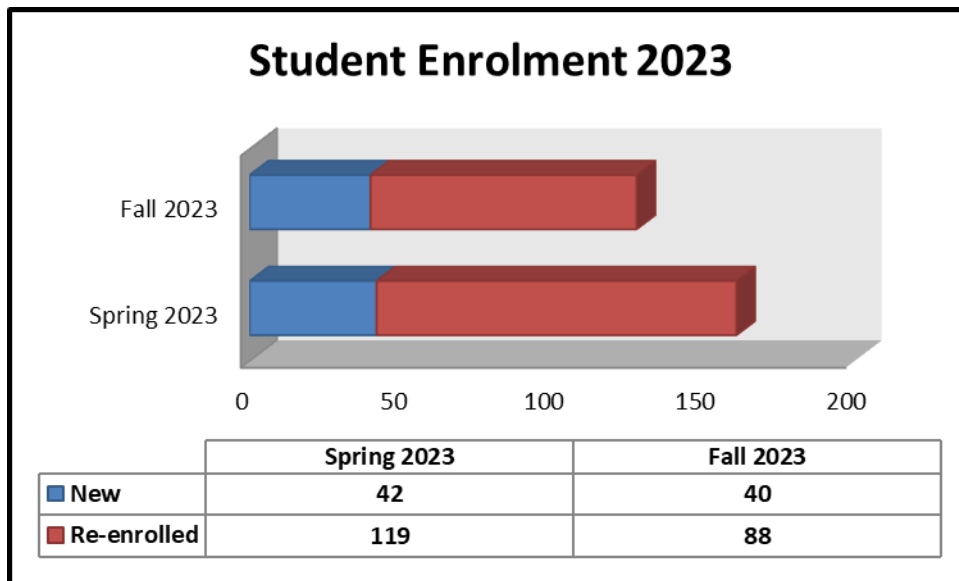

	Spring 2023	Fall 2023
■ New	42	40
■ Re-enrolled	119	88

Fig 2.4.1: Student Enrolment 2023 calendar year

5. Student Headcount by Program and Gender for 2023

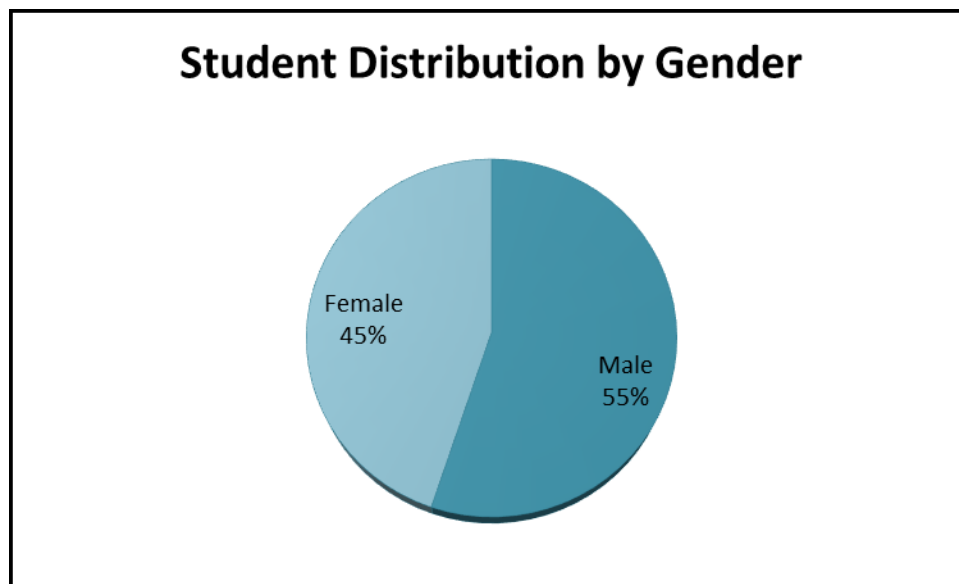| Program	Male		Female		Total
	No.	%	No.	%	
Master of Public Administration	10	34.5%	19	65.5%	29
Master of Innovation Management	11	32.4%	23	67.6%	34
Executive Master of Public Administration	90	72.0%	35	28.0%	125
Master of Public Policy	2	11.8%	15	88.2%	17
Total	**113**	55.1%	**92**	44.9%	**205**

Fig 2.5.1: Student Gender Distribution

6. Student Headcount by Program and Nationality for 2023

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	23	79.3%	6	20.7%	29
Master of Innovation Management	30	88.2%	4	11.8%	34
Executive Master of Public Administration	121	96.8%	4	3.2%	125
Master of Public Policy	15	88.2%	2	11.8%	17
Total	**189**	92.2%	**16**	7.8%	**205**

Students by Nationality

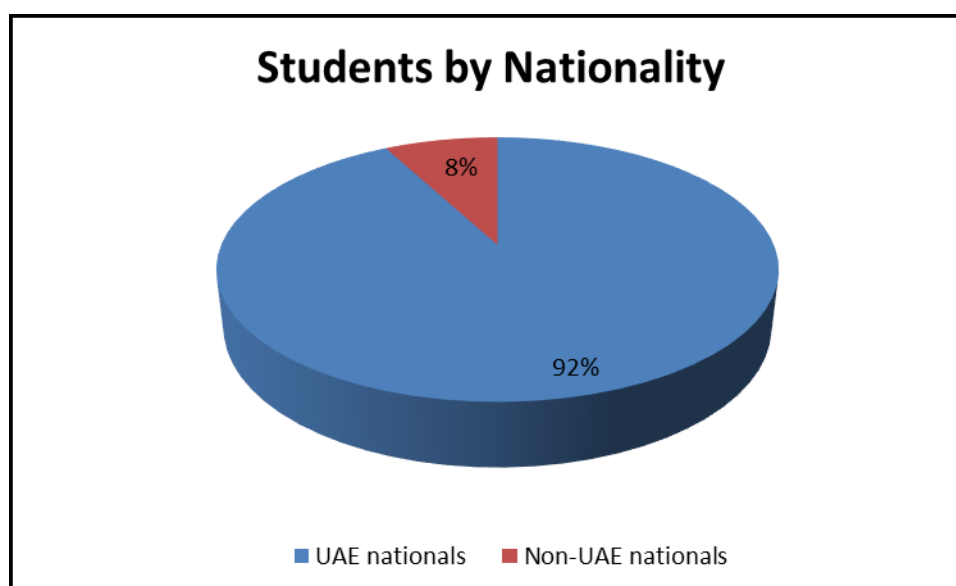8%

92%

■ UAE nationals ■ Non-UAE nationals

Fig 2.6.1: Student Nationality

7. Student Headcount by Mode of Study for 2023

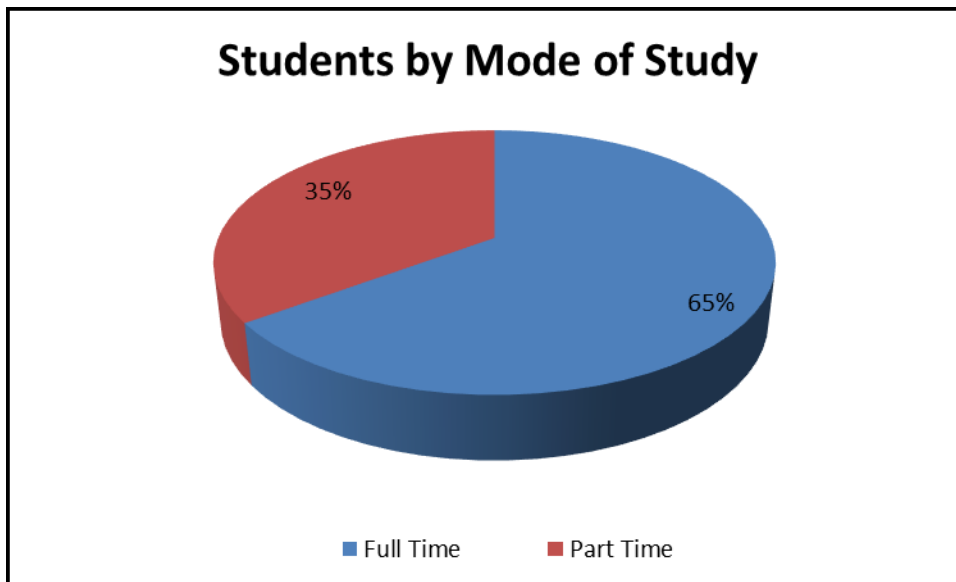| Program	Full Time		Part Time		Total
	No.	%	No.	%	
Master of Public Administration	8	27.6%	21	72.4%	29
Master of Innovation Management	12	35.3%	22	64.7%	34
Executive Master of Public Administration	111	88.8%	14	11.2%	125
Master of Public Policy	2	11.8%	15	88.2%	17
Total	**133**	64.9%	**72**	35.1%	**205**

Fig 2.7.1: Student Mode of Study

8. Students by Emirate of Residence

Student Distribution by Emirate

- Abu Dhabi: 35%
- Ajman: 5%
- Dubai: 28%
- Fujairah: 9%
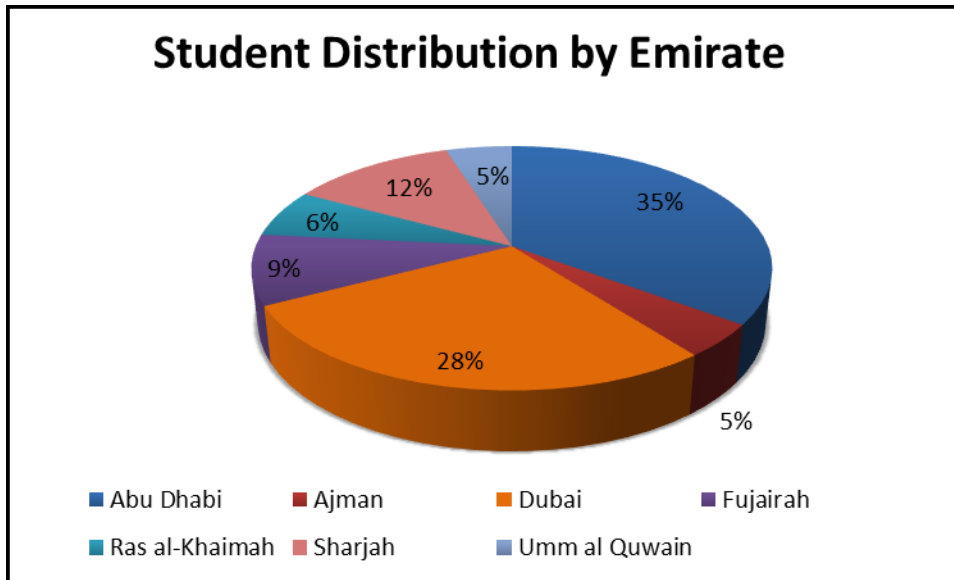- Ras al-Khaimah: 6%
- Sharjah: 12%
- Umm al Quwain: 5%

Fig 2.8.1: Student Emirate of Residence

9. Student Population Snapshot

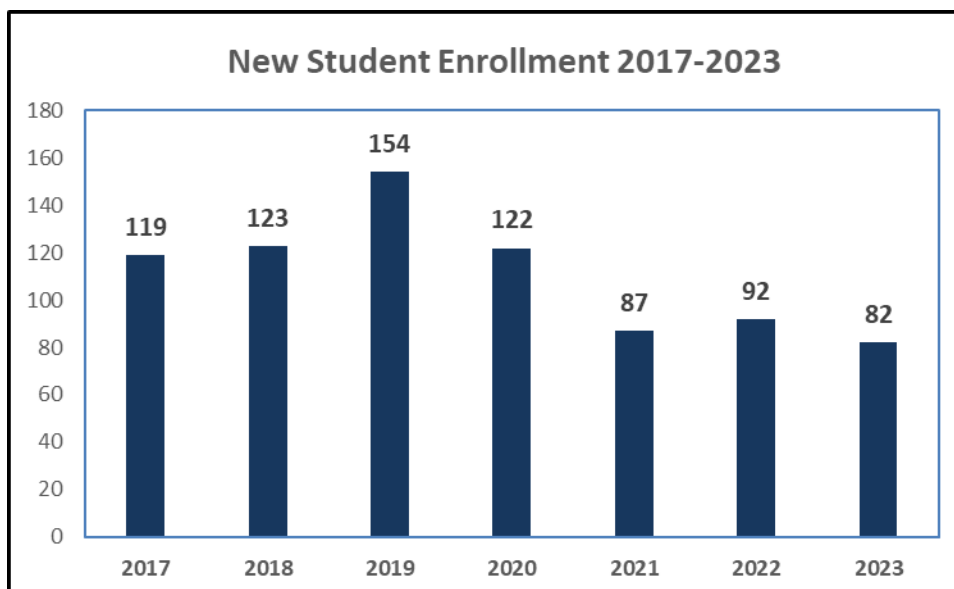| Indicator	2019	2020	2021	2022	2023
Number of new students	154	122	87	92	82
Total number of students	328	329	243	196	205
Number of male students	161(49%)	189(57%)	126 (52%)	90(46%)	113 (55.1%)
Number of female students	167(51%)	140 (43%)	117 (48%)	106 (54%)	92 (44.9%)
Percentage of UAE nationals	93%	95%	95%	90%	92%
Number of countries represented by students	12	11	9	12	13

New Student Enrollment 2017-2023

- 2017: 119
- 2018: 123
- 2019: 154
- 2020: 122
- 2021: 87
- 2022: 92
- 2023: 82

Fig 2.9.1: New Student Enrollment Trend

10. Statistics by Program

A) 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 (2023)

Indicator	Value
Number of new enrolments	9
Total Number of students (new + returning)	29
Percentage of UAE nationals	79.3%
Number of male students	10
Number of female students	19
Average age	31
Number of countries represented by MPA students	7
Average class size	5
Number of graduates	10

MPA Historical Enrolment Data																		
	2015 Spring	2015 Fall	2016 Spring	2016 Fall	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall
New	12	14	12	11	5	10	7	6	3	12	3	6	3	9	4	8	4	5
Continuing	23	22	34	40	35	33	34	26	27	23	28	24	15	10	18	15	20	15
Total	**35**	**36**	**46**	**51**	**40**	**43**	**41**	**32**	**30**	**35**	**31**	**30**	**18**	**19**	**22**	**23**	**24**	**20**

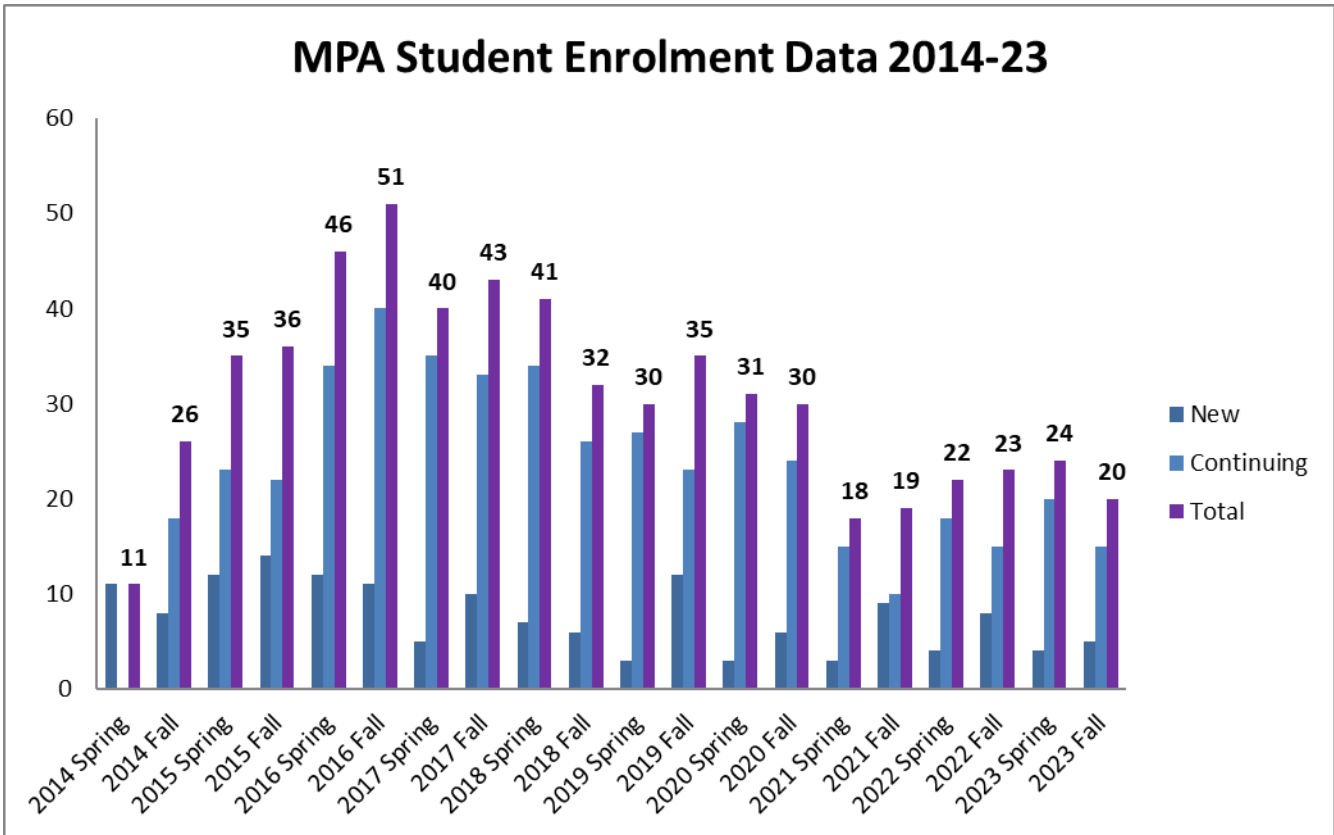# MPA Student Enrolment Data 2014-23

Fig 2.10.1: MPA Student Enrolment 2014-23

B) Master of Innovation Management (MIM)

The Master of Innovation program was first offered in Spring 2017. The program received renewal of accreditation in 2022. The Master of Innovation Management program is designed for professionals working in and with the public sector, who wish to pursue a career in innovation management. The program uses a quintuple helix approach which includes: a strong theoretical foundation on core concepts of innovation management in the context of the creation of public value; experiential learning through interactive workshops and discussions and practice-based assessments; and personal competencies development for leaders in charge of leading, designing, managing and implementing innovations. The focus is understanding and solving wicked problems using design thinking and a customer-centric approach to solve problems that impact public value. The MIM program reflects the 2018 UAE Advanced National Innovation Strategy, the National Advanced Sciences Agenda 2031, UAE Vision 2021, and the aspirational goals outlined in the Centennial Plan 2071.

Key Statistics for MIM (2023)

Indicator	Value
Number of new enrolments	12
Total Number of students (new + returning)	34
Percentage of UAE nationals	88.2%
Number of male students	11
Number of female students	23
Average age	33.5
Number of countries represented by MIM students	4
Average class size	8
Number of graduates	10

MIM Historical Enrolment Data														
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall
New	14	9	12	16	11	6	5	4	3	14	10			12
Continuing	0	9	16	24	32	37	32	23	15	14	20	26	19	12
Total	**14**	**18**	**28**	**40**	**43**	**43**	**37**	**27**	**18**	**28**	**30**	**26**	**19**	**24**

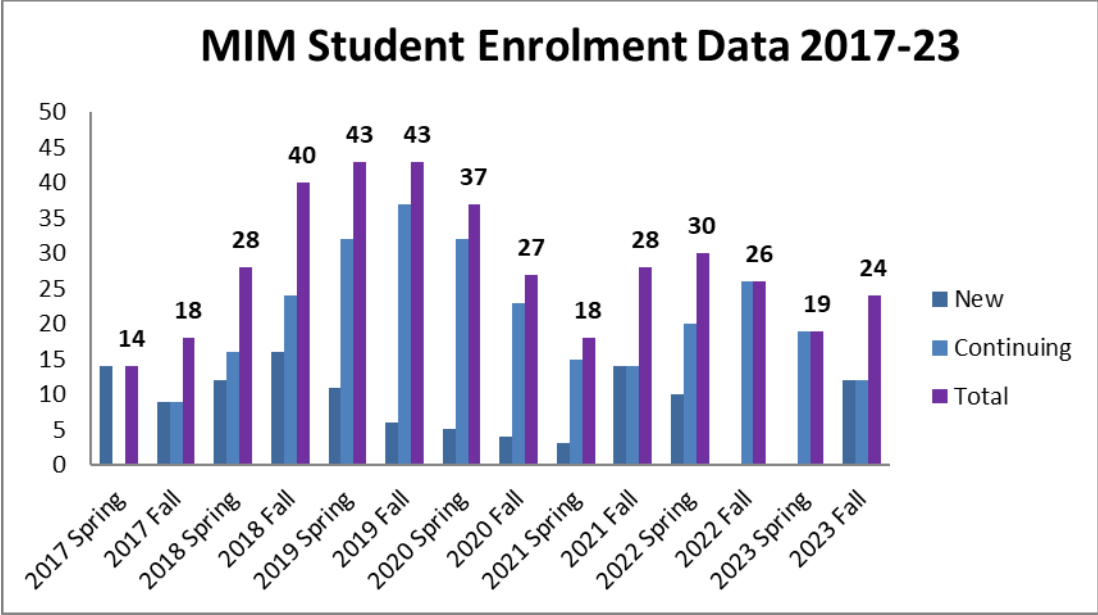** No new student enrollment in 2022 Fall and 2023 Spring*

Fig 2.10.2: MIM Student Enrolment 2017-23

C) Master of Public Policy (MPP)

The Master of Public Policy was first offered in Spring 2017. The program received renewal of accreditation in 2022. 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 MPP Program is also aligned to the seven key strategic objectives of the UAE National Innovation Strategy (NIS) in addition to alignment with the United Nations Global Goals- Sustainable Development Goals (SDGs) and in close cooperation and coordination with the UAE Federal Competitiveness and Statistics Authority (FCSA). The program is offered with specializations in Education, Health, Social Policy, Science and Technology, and Sustainable Development.

Key Statistics for MPP (2023)

Indicator	Value
Number of new enrolments	0
Total Number of students (returning)	17
Percentage of UAE nationals	88.2%
Number of male students	2
Number of female students	15
Average age	31.5
Number of countries represented by MPP students	3
Average class size	4
Number of graduates	5

MPP Historical Enrolment Data														
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall
New	11	8	4	4	6	17	3	13	2	11	11			
Continuing	0	8	12	18	18	22	21	20	23	17	15	17	17	8
Total	**11**	**16**	**16**	**22**	**24**	**39**	**24**	**33**	**25**	**28**	**26**	**17**	**17**	**8**

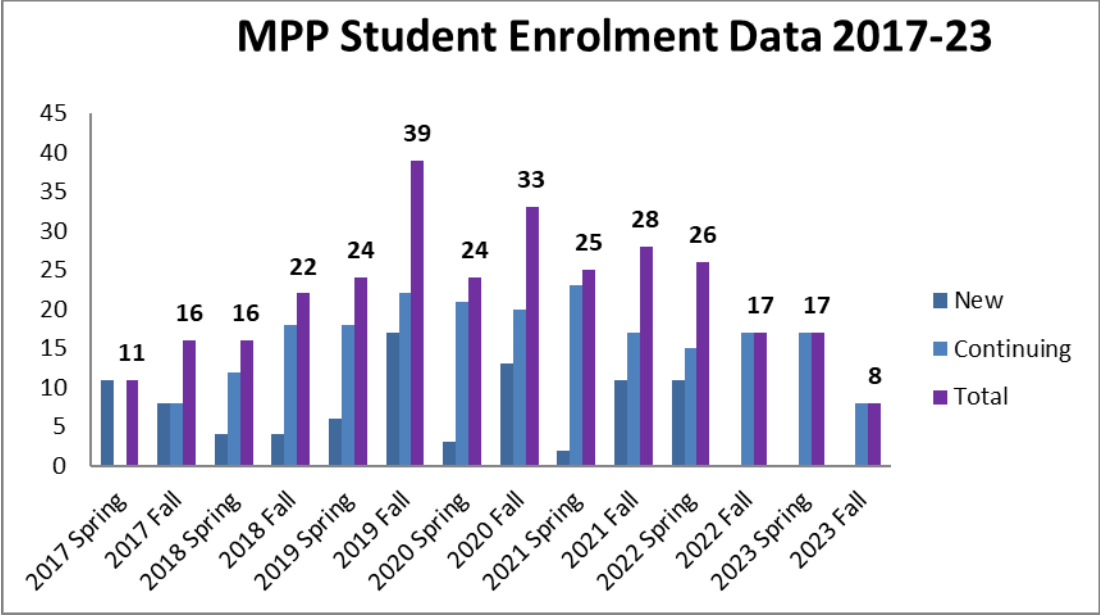** No new student enrollments in 2022 Fall, 2023 Spring and Fall.*

Fig 2.10.3: MPP Student Enrolment 2017-23

D) Executive Master of Public Administration (EMPA)

MBRSG launched the Executive Master of Public Administration program in Spring 2017. The program received renewal of accreditation in 2022. 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 (2023)

Indicator	Value
Number of new enrolments	61
Total Number of students (new + returning)	125
Percentage of UAE nationals	96.8%
Number of male students	90
Number of female students	35
Average age	37
Number of countries represented by EMPA students	4
Average class size	18
Number of graduates	51

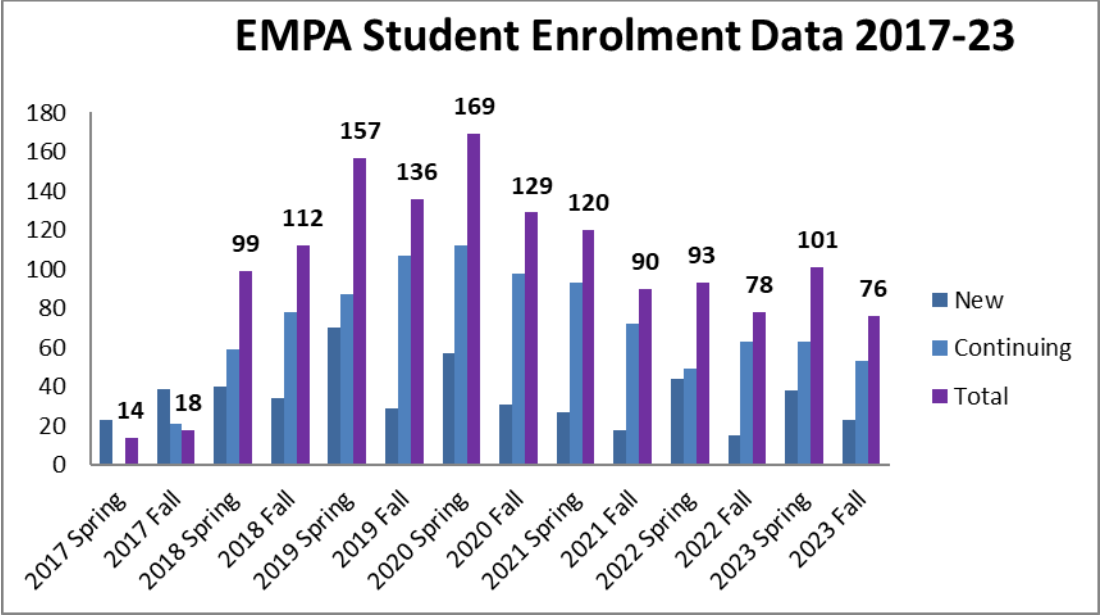| EMPA Historical Enrolment Data														
	2017 Spring	2017 Fall	2018 Spring	2018 Fall	2019 Spring	2019 Fall	2020 Spring	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall	2023 Spring	2023 Fall
New	23	39	40	34	70	29	57	31	27	18	44	15	38	23
Continuing	0	21	59	78	87	107	112	98	93	72	49	63	63	53
Total	**23**	**60**	**99**	**112**	**157**	**136**	**169**	**129**	**120**	**90**	**93**	**78**	**101**	**76**

EMPA Student Enrolment Data 2017-23

Fig 2.10.4: EMPA Student Enrolment 2017-23

11. Student Satisfaction Summary

MBRSG measures student satisfaction with their modules of study through the Module Evaluation Survey conducted at the end of each semester. The below table has been prepared using data extracted from the Module Evaluation Survey and provides an overview of student satisfaction with their academic program of study.

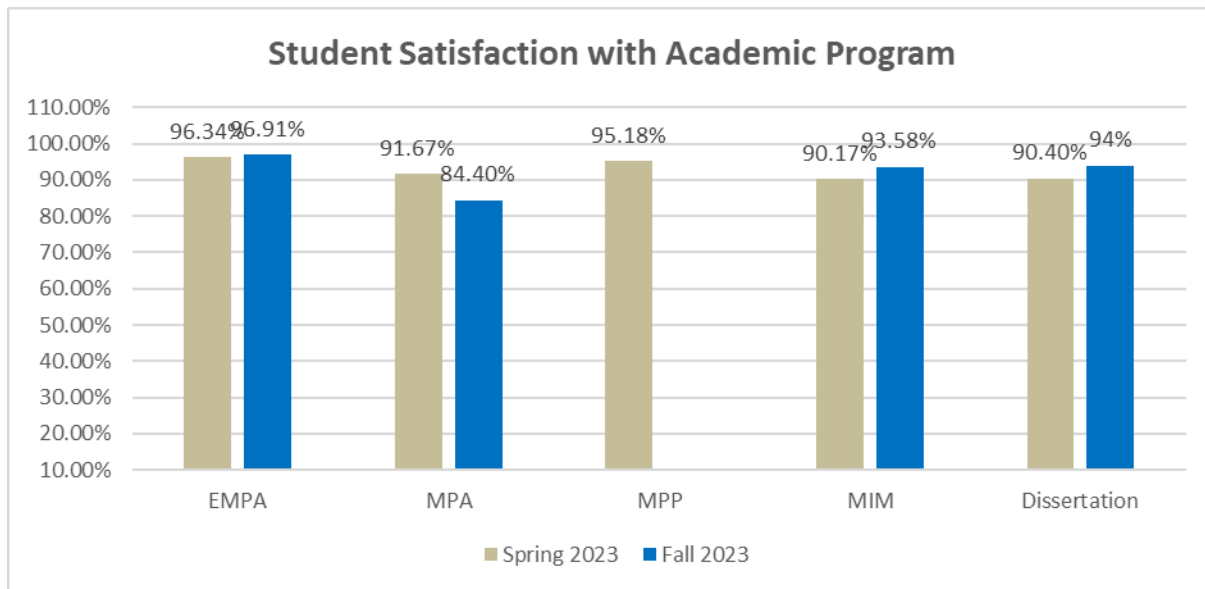| Overall Student Satisfaction with academic program		
Program	Spring 2023	Fall 2023
Executive Master of Public Administration	96.34%	96.91%
Master of Public Administration	91.67%	84.4%
Master of Public Policy	95.18%	NA
Master of Innovation Management	90.17%	93.58%
Dissertation	90.4%	94%

Fig 2.11.1: Student Satisfaction Summary

12. Student Attendance Summary

MBRSG monitors student attendance and records it on the Quercus system. The below table provides the average student attendance rate in each of the programs during 2023 Spring and Fall semesters

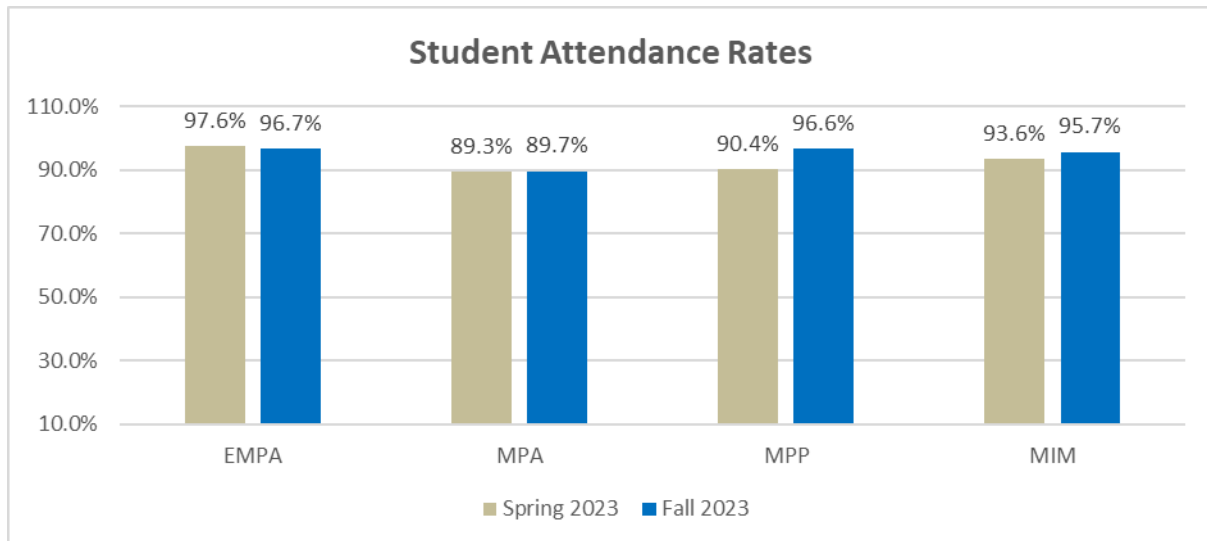| Student Attendance Rate		
Program	**Spring 2023**	**Fall 2023**
Executive Master of Public Administration	97.6%	96.7%
Master of Public Administration	89.3%	89.7%
Master of Public Policy	90.4%	96.6%
Master of Innovation Management	93.6%	95.7%

Fig 2.12.1: Student Attendance Summary

13. 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 below table shows the number of grants awarded in 2023:

Student Grants 2023					
Number of grants	MPA	MIM	MPP	EMPA	Total
Number of grants	13	31	17	115	176

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 2023					
Type of Scholarship	MPA	MIM	MPP	EMPA	Total
MBRSG (internal scholarship)	14	2	0	1	17
External sponsorship	0	14	2	68	84

14. Graduates

Overall MBRSG Graduates

MBRSG has produced a total of 678 graduates till date of which 375 graduates are from the Executive Master of Public Administration program. The Master of Public Administration program has produced a total of 184 graduates. The MIM program produced its first graduate in 2019 and a total of 65 students have graduated from the program till date. 49 students have graduated from the MPP program (from various specializations) since its commencement while 5 students have graduated from the various Postgraduate Diploma programs.

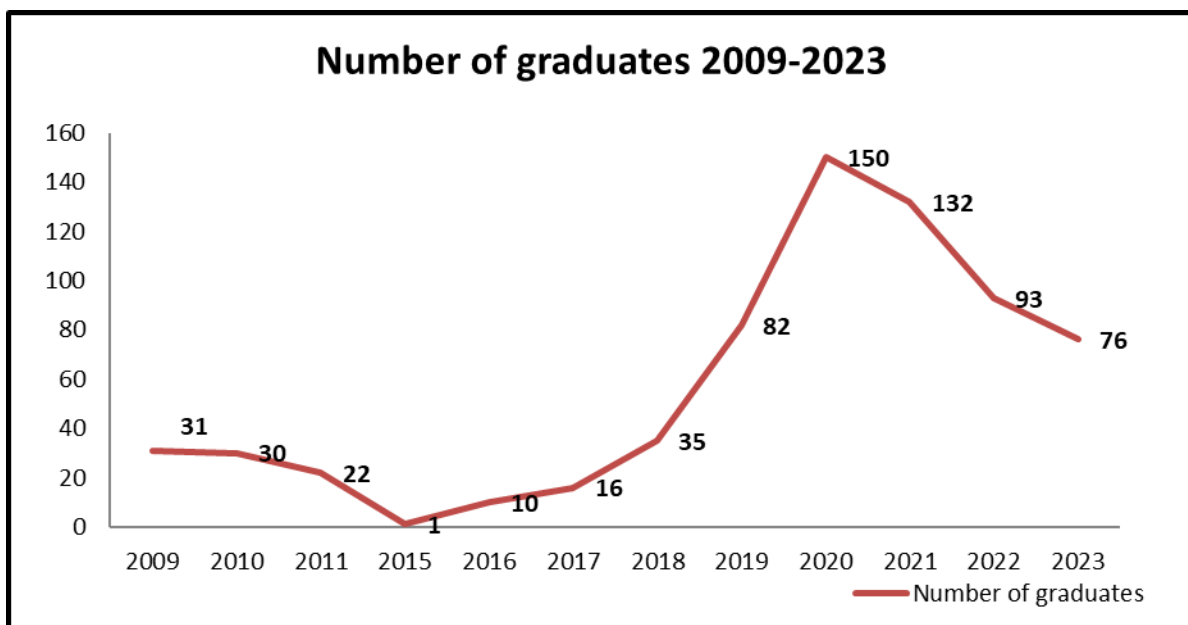| Year	2009	2010	2011	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
No. of Graduates	31	30	22	1	10	16	35	82[1]	150	132	93	76[2]	**678**

Fig 2.14.1: Graduates 2009-2023

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[1] 3 students graduated with a postgraduate diploma in EMPA

[2] 1 student graduated with a postgraduate diploma in MPP

Graduates by Program (2017-2023)

Program	2017 No	2017 %	2018 No	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %	2022 No	2022 %	2023 No	2023 %
MPA	16	100%	15	42.8%	7	8.5%	18	12%	19	14.4%	5	5.4%	10	13.2%
EMPA			20	57.1%	68**	82.9%	97	64.7%	79	59.8%	63	67.7%	51	67.1%
MPP					3	3.7%	13	8.7%	15*	11.4%	15	16.1%	5***	6.6%
MIM					4	4.9%	22	14.7%	19	14.4%	10	10.8%	10	13.2%
Total	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%	**76**	100.0%

* includes 1 student who graduated from the Postgraduate Diploma in Public Policy (Social Policy) program
** includes 3 students who graduated from the Postgraduate Diploma in EMPA program
*** includes 1 student who graduated from the Postgraduate Diploma in Public Policy program

Graduates by Gender (2017-2023)

Gender	2017 No.	2017 %	2018 No.	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %	2022 No	2022 %	2023 No	2023 %
Male	10	62.5%	17	48.6%	42	51.2%	88	58.7%	73	55.3%	45	48.4%	43	56.6%
Female	6	37.5%	18	51.4%	40	48.8%	62	41.3%	59	44.7%	48	51.6%	33	43.4%
Total	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%	76	100%

Graduates by Nationality (2017-2023)

Nationality	2017 No.	2017 %	2018 No.	2018 %	2019 No.	2019 %	2020 No	2020 %	2021 No	2021 %	2022 No	2022 %	2023 No	2023 %
UAE Nationals	12	75%	33	94%	76	92.7%	139	92.7%	128	97%	90	96.8%	69	90.8%
Non- UAE Nationals	4	25%	2	6%	6	7.3%	11	7.3%	4	3%	3	3.2%	7	9.2%
Total	16	100%	35	100%	82	100%	150	100%	132	100%	93	100%	76	100%

2023 MBRSG Graduates

2023 Graduates by Program and Gender											
	EMPA		MPA		MPP		MIM		Total		
Gender	No.	%	No.	%	No.	%	No.	%	No.	%	
Male	36	70.6%	3	30%	0	0	4	40%	43	56.6%	
Female	15	29.4%	7	70%	5	100%	6	60%	33	43.4%	
Total	51	100.0%	10	100%	5	100%	10	100%	76	100%	
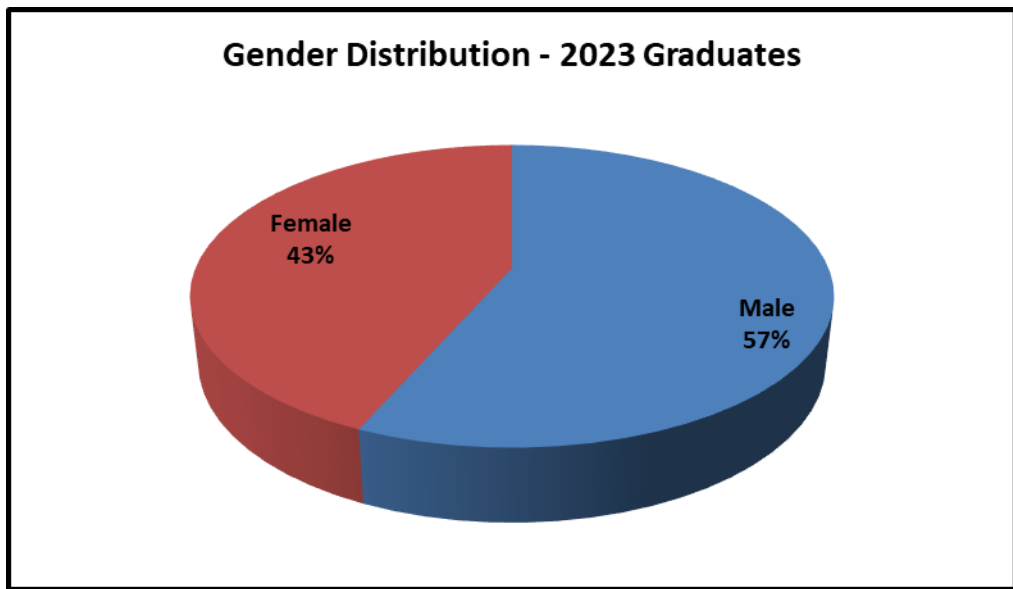
Fig 2.14.2: Gender Distribution – Graduates

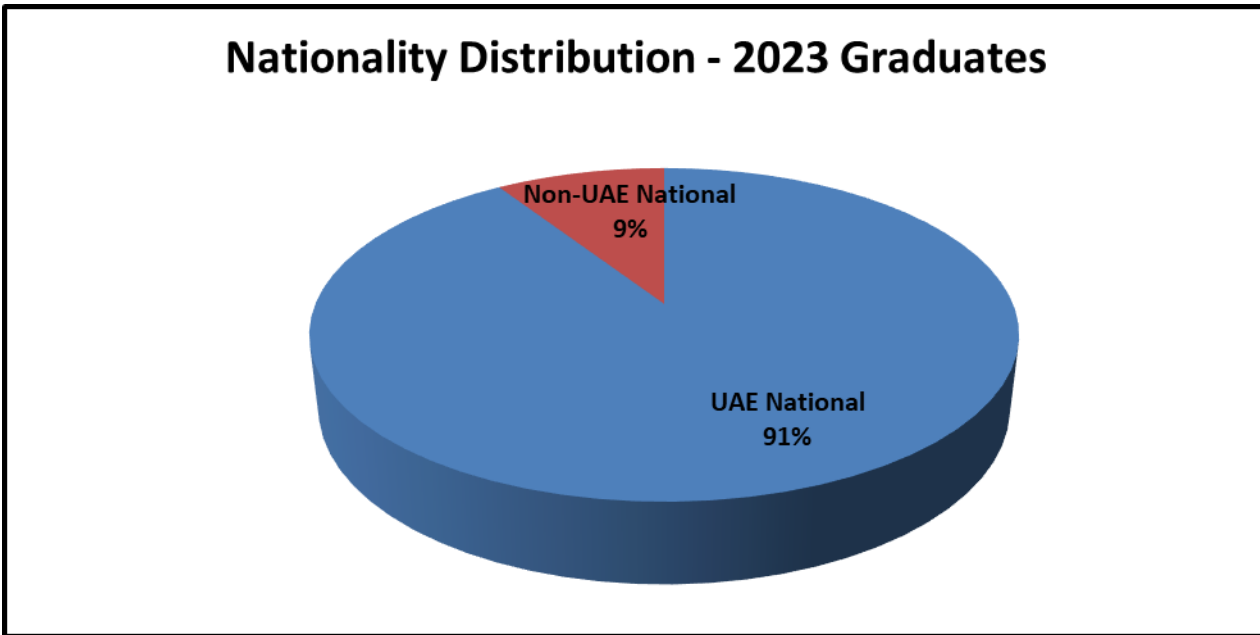| 2023 Graduates by Program and Nationality										
	EMPA		MPA		MPP		MIM		Total	
Nationality	No.	%	No.	%	No	%	No	%	No	%
UAE nationals	48	94.1%	7	70%	5	100%	9	90%	69	90.8%
Non-UAE nationals	3	5.9%	3	30%	0	0	1	10%	7	9.2%
Total	51	100.0%	10	100%	5	100%	10	100%	76	100%

Fig 2.14.3: Nationality Distribution – Graduates

15. Dissertation Titles – 2023 Graduates

The list below provides the dissertation titles of 2023 graduates:

Dissertations 2023		
Student ID	**Program**	**Dissertation Title**
00173754	EMPA	The impact of International Relations in promoting Soft Power in the United Arab Emirates
00242446	EMPA	The impact of strategic planning on distinguishing and developing the efficiency and readiness of crisis and disaster management (Case Study - Ministry of Interior in the United Arab Emirates)
00242471	EMPA	The role of digital public relations in achieving government communication in the United Arab Emirates (a case under study, Ministry of Interior)
00243965	EMPA	The role of institutional flexibility in achieving institutional excellence in security institutions
00252981	EMPA	Metaverse techniques and their impact on the excellence of security training programs (a case under study at the Police College in the Emirate of Abu Dhabi)
00255262	EMPA	Lean management and its role in achieving institutional excellence By application to Dubai Electricity and Water Authority - DEWA
00255769	EMPA	Public Relations Department and its role in achieving the organization's strategy: Protocol Department, according to the Ministry of Interior
00256340	EMPA	Smart government systems and their role in building future governments "Abu Dhabi local government, a case under study"
00256404	EMPA	Soft power and its relationship to the quality of performance of diplomatic missions of the Ministry of Foreign Affairs in the United Arab Emirates "case under study"
00256455	EMPA	The Effects of Metaverse on Government Services
00256587	EMPA	The impact of applying digital management on improving the quality of government health services in the UAE
00257354	EMPA	The role of Emiratisation policies in the private sector for Emirati youth in reducing unemployment in the country
00257567	EMPA	The Role of Positive Leadership in Adopting Innovation. An Applied Study on the Federal Authority for Identity and Nationality, Customs and Ports Security
00257761	EMPA	Restructuring government institutions: the health sector in the United Arab Emirates
00258164	EMPA	The Impact Of Digital Transformation On Traffic Safety In The GHQ Of Fujairah Police
00259799	EMPA	The Impact of applying Metaverse on improving the quality of education
00260592	EMPA	Re-inventing work Mechanisms in food security in the UAE
00261114	EMPA	Soft power and its impact on economic stability in the UAE
00262528	EMPA	The impact of digital transformation on improving the efficiency of control and inspection operations in the Ministry of Interior
00262625	EMPA	Expected Effects of Implementing Corporate Tax on Entrepreneurs in the United Arab Emirates
00262633	EMPA	The role of digital transformation in improving the quality of customer service in the financial department at the Ministry of Interior.
00262650	EMPA	The impact of security scenarios on raising the efficiency of training programs and refining the skills of trainees at the Ministry of Interior

	Dissertations 2023	
Student ID	**Program**	**Dissertation Title**
00262692	EMPA	The impact of the digital transformation strategy on the development of the organizational structure of the Ministry of Interior in UAE
00262722	EMPA	The relationship of the Covid-19 crisis with health security readiness (a case study of the Ministry of Interior in the United Arab Emirates
00262803	EMPA	The role of the Ministry of Interior's Media Planning Department in responding to crises and disasters in the United Arab Emirates
00262854	EMPA	The role of civil society in promoting awareness of drug prevention.
00262919	EMPA	The impact of leadership styles on organizational excellence: creative leadership and strategic leadership, a case under study (Ministry of Interior of the United Arab Emirates)
00263052	EMPA	Arms licensing governance mechanisms and their role in maintaining security stability among members of the UAE society
00263061	EMPA	Data Quality and Its Impact On Strategic Decision Making
00263087	EMPA	Strategic leadership and its impact on the efficiency of institutional performance (a case under study, the General Command of Civil Defense)
00263150	EMPA	The Impact Of Institutional Culture In The Implementation Of Transformational Projects (Applied Study on the Ministry of the Interior)
00263206	EMPA	The impact of implementing talent management in achieving institutional excellence for customer happiness with Ministry of Interior
00263362	EMPA	Digital Transformation and Its Effects on Project Management
00263371	EMPA	The impact of strategic planning on the excellence of government in light of the rapid changes
00263648	EMPA	The relationship of innovation in achieving global competitiveness. (a Case Study of United Arab Emirates)
00263699	EMPA	The impact of organizational agility on organizational governance in the UAE – a case study of the Ministry of Interior
00263761	EMPA	Empowering the leaders of the second row and its impact on the development of innovation (A case study of the General Command of Civil Defense)
00263800	EMPA	The role of training and qualifying Emirati human resources to increase the effectiveness of the Emiratisation policy in the UAE (UAE Nafis program as a model)
00263869	EMPA	The impact of institutional excellence on the development of institutional strategic thought (A Case study of the Federal Authority for Identity and Nationality, Customs and Ports Security)
00263915	EMPA	The impact of applying the standards of Government Excellence Program on the education sector - an applied case study on the UAE
00264016	EMPA	The role of the United Arab Emirates in combating money laundering
00264431	EMPA	The future of job localization in the private sector in the light of the UAE Nafes program (a forward-looking study)
00265781	EMPA	The impact of distance learning on school education during the corona pandemic - a field study on secondary schools in the Emirate of Fujairah-United Arab Emirates
00266167	EMPA	The role of human resources management in developing the performance of second-row leaders in the UAE Ministry of Interior

Dissertations 2023		
Student ID	**Program**	**Dissertation Title**
00252042	EMPA	The impact of the national service policy on the university education for Emirati youth
00255190	EMPA	Security Services Foresight and its Effects on Life Quality
00256153	EMPA	The role of artificial intelligence in developing the competencies of the beneficiaries of the leaders' preparation programs (a forward-looking study)
00257818	EMPA	The role of artificial intelligence in achieving the objectives of exhibition management
00257877	EMPA	Critical Success Factor for Small and Medium Enterprises in the UAE: Case study in Sharjah
00260924	EMPA	Employee Empowerment and Its Effects on Performance: The case of FEWA
00258407	EMPA	University Education Index and its Impact on the UAE's Global Competitiveness
00254398	MIM	Sea Waste in the UAE
00257541	MIM	Comparative Analysis of Dubai Sustainable Healthcare System Policy with The Netherlands and Singapore.
00258458	MIM	"Addressing the Workforce Shortage in Drug Abuse Rehabilitation Facilities: Finding Solutions for Effective Treatment"
00258512	MIM	Governments and ESG Reporting: A Framework
00258873	MIM	AI and Policy Discussion Trade-offs in the United Arab Emirates: A Comparative Analysis of AI Policies
00259187	MIM	Emiratization in UAE Hospitality Industry
00260398	MIM	Human-Centric Principles for AI Governance- A Systematic Review
00260568	MIM	Examining Sustainable and Safe Motorcycle Food Delivery Methods
00226751	MIM	Evolution in the UAE Stock Market and the Relevance of Social Networking and Social Media in its Present-day Performance
00257664	MIM	Waste Management of Solar Photovoltaic Panels in the UAE
00259918	MPP	A Systematic Review of the Impact of Teacher Diversity in Abu Dhabi Public Schools on Students' Cultural Identities: An Exploratory Study
00259926	MPP	The Shifts in UAE's Foreign Policy as an Effect of the MENA's Geopolitical Changes Between 2010 and 2020.
00258831	MPP (Social Policy)	Effect of the Global Pandemic on Emirati National Employment rate in Dubai Health Authority
00263010	MPA	Enhancing E-Waste Management in Dubai: The Power of Policy Implementation
00159514	MPA	Gender Equality Disturbing Social Stability
00257591	MPA	Determinants of Students' Success in International Standardized Tests in the UAE
00258296	MPA	"The Impact of working remotely on employee productivity during and post COVID-19 pandemic"
00258628	MPA	Factors of Happiness among Millennials and Gen-X Employees in the Public Sector
00259195	MPA	Work-related stress and its impact on Emergency medical staff mental health and performance
00259292	MPA	Impact of changed working hours on work-life balance, occupational health, and cultural identities: A case study of the UAE.

Dissertations 2023		
Student ID	**Program**	**Dissertation Title**
00261289	MPA	The Impact of Applying Artificial Intelligence on the Quality of Decision-Making in Energy Sector in the UAE
00154199	MPA	Improving the United Arab Emirates' Digital Competitiveness
00236179	MPA	Exploring the Experience of a 'Work-Life' balance: the context of working mothers in the UAE
00256072	MPA	What is the impact of Covid-19 on the life of Higher Education Students in the UAE?

FACULTY AND STAFF

1. General Information

During 2023, a total of 51 full-time administrative staff and 11 full-time academic staff were employed at MBRSG. 2 new appointments were made during the year. Staff turnover rate during the year stood at 5%.

2. Academic Staff

Academic staff are classified into the below 3 categories:

- Professor
- Associate Professor
- Assistant Professor

Full-time Academic Staff Listing	
Name	**Academic Rank**
Prof. Raed Abdellateif Al Awamleh	Professor
Prof. Mark Esposito	Professor
Prof. Melodena Stephens	Professor
Prof. Immanuel Azaad Moonesar	Professor
Dr. Arthur Seakhoa King	Associate Professor
Dr Khalid Alwazani	Associate Professor
Dr. Mona Mostafa Ahmed Elsholkamy	Associate Professor
Dr. Yosuif El-Ghalayini	Associate Professor
Dr. Abdulla Mohammed AlAwadhi	Assistant Professor
Dr. Mounia Drissi	Assistant Professor

Classification by Academic Rank			
Professor	**Associate Professor**	**Assistant Professor**	**Total**
4	4	2	10
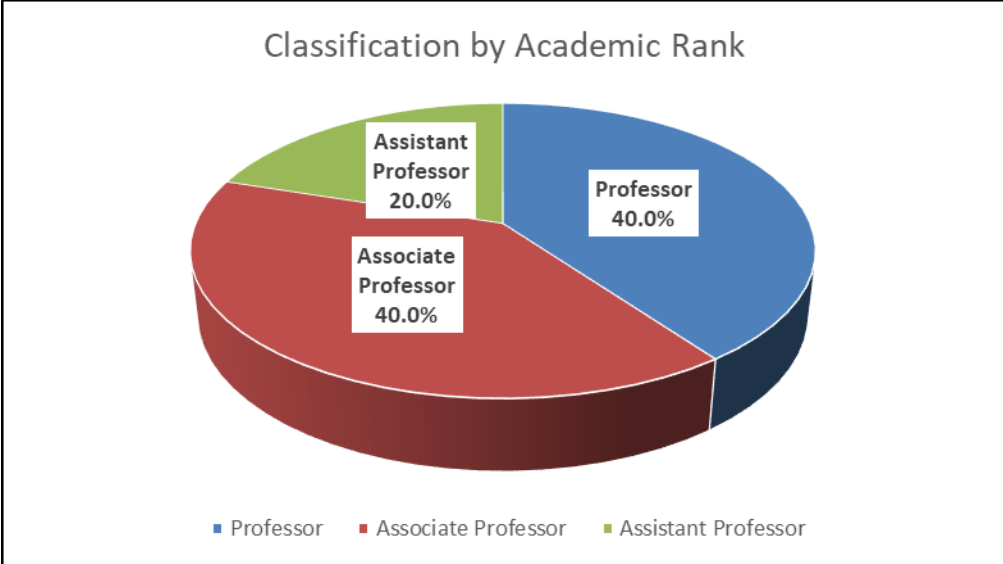
Fig 3.2.1: Academic Staff by Rank

Academic Staff Classification by Gender		
Gender	**No.**	**Percentage**
Male	7	70%
Female	3	30%
Total	10	100%

Fig 3.2.2: Academic Staff by Gender

Academic Staff (Full-time) Classification by Nationality	
Nationality	**Total**
Canada	1
Egypt	1
India	1
Jordan	2
Morocco	1
Switzerland	1
Trinidad & Tobago	1
United Arab Emirates	1
United Kingdom	1
Total	**10**

3. Administrative Staff

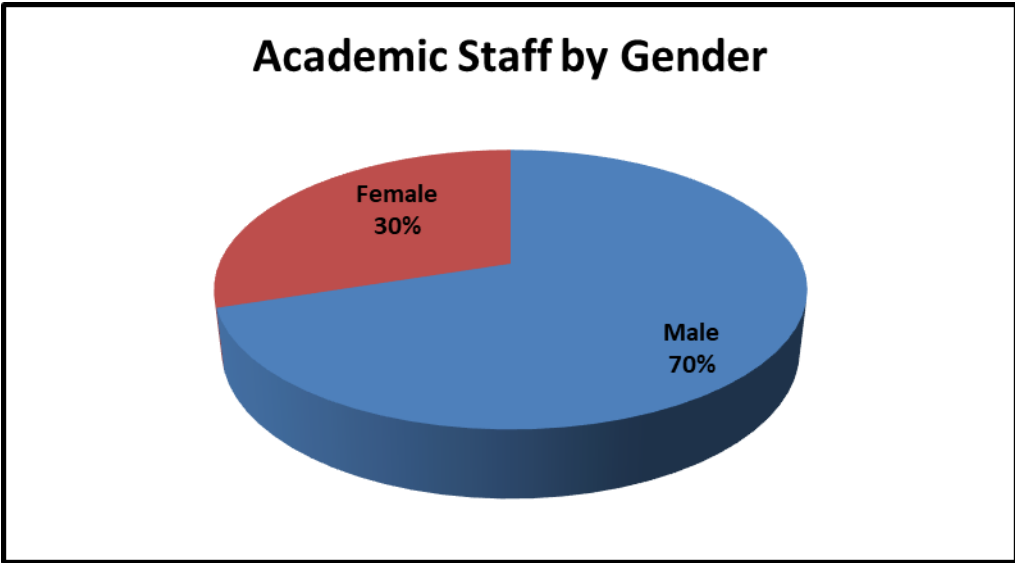During 2023, 50 full-time administrative staff representing 19 countries worked at MBRSG. UAE nationals constituted 50% of the administrative staff population at MBRSG. The table below provides break down of full-time administrative staff by department and gender.

Department	Total	Male	Female	% Male	% Female
President's Office	3	1	2	33%	67%
Academic Affairs	5	2	3	40%	60%
Deans Office	2	0	2	0%	100%
Corporate Communications and Marketing	6	2	4	33%	67%
Corporate Support Services	17	13	4	76.47%	23.53%
Executive Education	7	4	3	57.1%	42.9%
Institutional Effectiveness	4	0	4	0%	100%
Policy Research	6	1	5	17%	83%
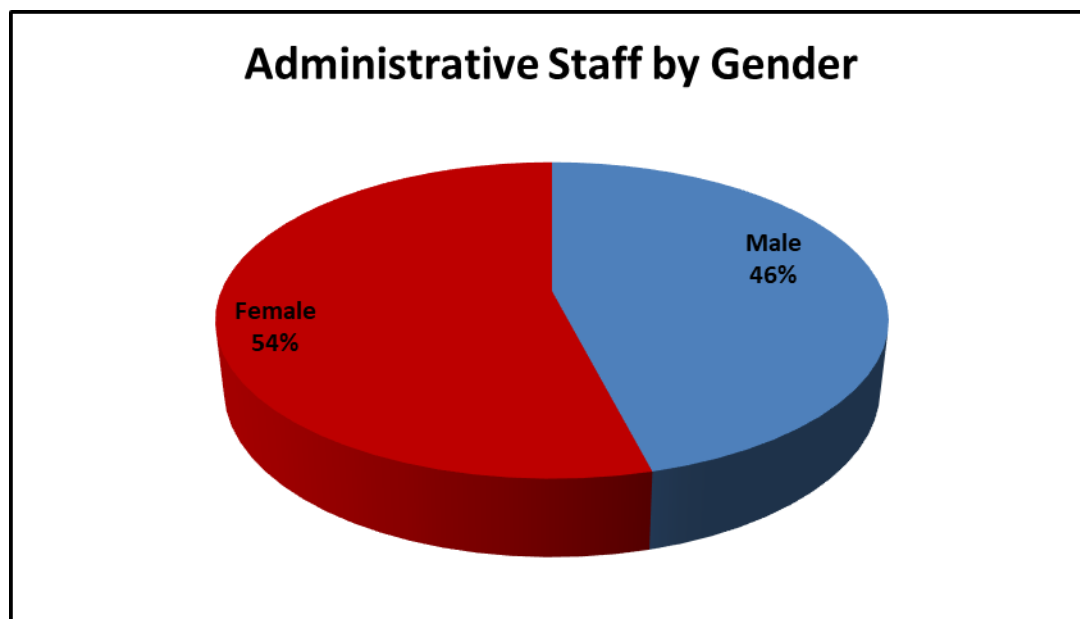
Fig3.3.1: Gender Distribution – Administrative Staff

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	1	1
France	0	1	1
India	2	2	4
Jordan	1	0	1
Lebanon	0	1	1
Nepal	1	0	1
Pakistan	3	0	3
Palestine	0	1	1
Philippines	2	0	2
Sudan	0	1	1
Syria	1	1	2
Tunisia	1	0	1
United Arab Emirates	8	17	25
United States of America	0	1	1
Yemen	0	1	1
Total	**22**	**28**	**50**

4. 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. A number of employees attended training sessions and/or conferences in 2023 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 academic and administrative staff members who attended training programs and conferences in 2023. In addition to the below table, there were 52 enrollments in courses offered on Coursera platform.

Type of Program	Academic staff	Administrative staff	Total
Training Programs	4	11	**15**
Conferences	3	20	**23**

5. Employment Data Snapshot

	2016	2017	2018	2019	2020	2021	2022	2023
Number of full-time administrative staff	47	53	58	60	56	51	51	50
Number of full-time academic staff	9	10	12	12	11	10	11	10
Number of part-time academic staff	0	6	7	10	11	8	7	7
Total number of full-time staff (administrative & academic)	56	63	70	72	67	61	62	60
Number of new employees hired	15	11	11	7	1	8	5	2
Staff turnover rate	21%	6%	7%	7%	6%	25%	12%	5%

RESEARCH

1. 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 public administration, governance, future government and innovation, sustainable development, well-being and happiness, economics, education, health and public policy.

The Policy Research Department and 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 - 2023	
Prof. Raed Awamleh (Chair)	Dean
Dr Arthur King (Member)	Director of Academic Affairs
Dr Fadi Salem (Member)	Director Policy Research
Dr Mona Mostafa Elsholkamy (Member)	Associate Professor
Aisha Al Shamsi (Member)	Director of Executive Education
Saleh Al Hamouri (Member)	Executive Education Consultant

2. Research Output Snapshot

The table below provides the research output of the School for the past 7 years:

Description	2023	2022	2021	2020	2019	2018	2017
Policy Briefs/paper/ Policy Analysis Exercise	5	6	11	3	0	6	3
Conference contribution/ Conference Proceeding Reports	16	2	4	1 (proceeding report)	5	15	14
Research in International Journals	9	10	19	30 (journal articles) 2nd volume of Dubai Policy Review Journal	4	7	0

Description	2023	2022	2021	2020	2019	2018	2017
Commissioned Research Report/ Paper	71	185	120	5	0	2	0
Books/Chapters	3 books 3 book chapters	1 book 19 book chapters	2	1 Book 6 book chapters	1 Book 11 Book chapters	21	1 book (edited) 15 book chapters
Case Studies	0	0	0	0	0	7	0
Research Reports	9	11	0	9	6	11	6

3. Research Events

The table below provides the list of research events conducted during 2023

Research Event		
Event	Event Type	Date
Women's Empowerment Policies in the UAE	Closed Lecture	16-Jan-2023
The Future of SMEs in the UAE	Report Launch and Panel Discussion	26-Jan-2023
ECSP School of Management Student Delegation	Student Delegation	06-Feb-2023
Global Economic Diversification Index 2023	Report Launch and Panel Discussion	14-Feb-2023
The Contribution of SMEs in the Future Economy of the United Arab Emirates	Knowledge Session	28-Feb-2023
Knowledge to Policy Event	Panel Discussion	01-Mar-2023
Public Administration	Presentation	6-9 March 2023
Public Finance	Presentation	6-9 March 2023
Government Excellence	Presentation	6-9 March 2023
Economy	Presentation	6-9 March 2023
Advancing AI in Government	Report Launch and Round Table	20-Mar-2023
Generative AI in Government: The Case of ChatGPT	Policy Council	20-Mar-2023
التمويل المستدام لتغيير المناخ	Knowledge Session	30-Mar-2023
المسؤولية المجتمعية للمؤسسات والربحية	Knowledge Session	04-Apr-2023
لذكاء الإصطناعي (ChatGPT) ، إلى أين؟	Knowledge Session	06-Apr-2023
Building High Governance AI Systems	Knowledge Session	11-Apr-2023
المزاحمة على سوق العمل في ظل تقنيات الذكاء الاصطناعي	Knowledge Session	13-Apr-2023
Artificial Intelligence Ethics in MENA (IEEE Course)	Presentation	15-May-2023
Generative AI Ethics Case Studies (IEEE Course)	Presentation	19-May-2023

Research Event		
Event	Event Type	Date
Public Policy Fundamentals _Maldives' Leadership Program	Presentation	4-Jul-23
COP 28: the future of sustainability in the United Arab Emirates	Knowledge Session	19-Sep-2023
Government Excellence & Public Administration	Presentation	01-Oct-23
Towards Universal Principles for Generative AI in Research and Education	Policy Council	12-Oct-2023
Responsible Generative AI: Towards Systematic Ethical AI Assessment in Dubai	Workshop	12-Oct-2023
Public Finance	Presentation	19-Oct-23
Economy and Gov Strategies	Presentation	24-Oct-23
AI & Data Policies and Governance	Presentation	25-Oct-23
Public Policy and Innovations	Presentation	27-Oct-23
17th Annual Conference of the Arab Society for Economic Research	Conference	04-Nov-2023
ECSP School of Management Student Delegation	Student Delegation	10-Nov-2023
2nd Arab Climate Forum 2023: Sustainable Agriculture and Food Security	Forum	13-Nov-2023
Reimagining Accessibility and Rights in the Age of Artificial Intelligence	Policy Council	08-Dec-2023
COP28 Y4S	Presentation	12-Dec-2023

4. Conference Attendance

Conference	Participant	Date
AGBA and IIMR conference	Prof Melodena Stephens	May 2023
Road to COP28	Dr Fadi Salem	May 2023
Road to COP28	Lama Saleem Zakzak	May 2023
International Conference on Public Policy	Prof Immanuel Moonesar	June 2023
International Conference on Public Policy	Dr Mounia Drissi	June 2023
2nd Regional Conference of Jordan Breast Cancer Program	Prof Immanuel Moonesar	June 2023
2023 Academy of International Business Conference	Prof Immanuel Moonesar	July 2023

Conference	Participant	Date
46th World Hospital Congress	Prof Immanuel Moonesar	Oct 2023
UN Climate Week conference	Dr Fadi Salem	Oct 2023
MENA Climate Week conference	Keertana Subramani	Oct 2023
MENA Climate Week conference	Lama Saleem Zakzak	Oct 2023
World Summit AI conference	Dr Fadi Salem	Oct 2023
Arab Climate Forum	Engy Shibl	Nov 2023
Word Changing Ideas Summit	Prof Melodena Stephens	Nov 2023
Gulf Comparative Education Society (GCES) Symposium	Dr Mounia Drissi	Nov 2023
Aurora 50 Summit	Dr Fadi Salem	Nov 2023
AGFUND conference	Dr Fadi Salem	Nov 2023
Biodiversity Summit	Dr Fadi Salem	Nov 2023
AIBMENA 2023	Prof Immanuel Moonesar	Dec 2023
AIBMENA 2023	Prof Melodena Stephens	Dec 2023

5. Research Publications

Research Publications			
Title	Author	Type	Date
The Future of SMEs in the UAE	Salma Refass, John Lillywhite, Fadi Salem, Zina Akrout, Sarah Shaer, and Engy Shibl	Research Report	January-23
Psychological Wellbeing: Toward an Innovative Provision of Mental Health and Wellbeing in the United Arab Emirates	Fatema Alrumaithi & Immanuel Azaad Moonesar	Journal Article	1-Jan-23
The Future of SMEs in the UAE	Engy Shibl, Sarah Shaer, Dr. Fadi Salem, Salma Refass	Research Report	Jan-2023
Telehealth: Beyond Legislation and Regulation	Khamis Alalawy, Immanuel Azaad Moonesar R.D	Journal Article	10-Jan-23
Perspective: Telehealth – beyond legislation and regulation	Khamis Al-Alawy and Immanuel Azaad Moonesar	Journal Article	10-Jan-23
كوريا الجنوبية تخطط لإطلاق الهوية الرقمية بالاعتماد على تقنية بلوكتشين	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-23
اليابان تلجأ للزراعة الذكية لتعزيز اكتفائها الذاتيّ غذائياً	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-23
المجالس البلديّة في المملكة المتحدة تجعل المدن أكثر ملاءمة للأنواع المهددة بالانقراض	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-23
كيف حسّنت مقاطعة فيتناميّة سبل وصول الجمهور إلى خدمات حكومتها الإلكترونية	Lama Zakak and Fadi Salem	Commissioned Report	11-Jan-23
الهواتف المتحركة لإجراء تحويلات رعاية الأمومة والطفولة في ميانمار	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-23
أجهزة الطوارئ في أمريكا الشمالية تتبنّى تقنية مبتكرة لتحديد المواقع	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-23
توأم رقمي دقيق في أستراليا باستخدام نموذج الجاذبية المبتكر	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-23
هيئات الخدمات البريدية في روسيا تستخدم الروبورتات في فرز الطرود وإيصالها	Lama Zakak and Fadi Salem	Commissioned Report	17-Jan-23
طائرات مسيّرة لتوصيل الأدوية للمرضى في المملكة المتحدة	Lama Zakak and Fadi Salem	Commissioned Report	25-Jan-23
Global Economic Diversification Index 2023	Salma Refass, Nasser Al Saidi, Fadi Salem, and Ben Shepherd	Research Report	February-23
Agile Government - Emerging Perspectives in Public Management	Melodena Stephens, Raed Awamleh, Fadi Salem	Book	February-23
NFT: Beyond the Hype, There is the Future	Mark Esposito	Magazine Article	Feb-2023
Remember something called NFTs?	Mark Esposito	Magazine Article	Feb-2023
The power of big data mining to improve the health care system in the United Arab Emirates	Khawla Eissa Alhajaj & Immanuel Azaad Moonesar	Journal Article	1-Feb-23
Global Economic Diversification Index 2023	Aathira Prasad, Salma Refass, Nasser Saidi, Fadi Salem, Ben Shepherd	Research Report	Feb-2023

Research Publications			
Title	Author	Type	Date
Arab Public Administration Report: Digital Transformation	Nasser Yassin, Marwan Gomaa, Mhamed Biygautane, Fadi Salem	Research Report	Feb-2023
الذكاء الاصطناعيّ يعزّز السلامة على شواطئ اليابان في موسم السياحة	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-23
الذكاء الاصطناعيّ داعماً لتربية المائيات في سنغافورة	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-23
وكالات ضريبية تستعين بالذكاء الاصطناعي في التفتيش العقاري	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-23
كيف طوّرت إستونيا نظام الطريق الذكي	Lama Zakak and Fadi Salem	Commissioned Report	23-Feb-23
Theory and Practice of Public Administration Reforms – The case of the United Arab Emirates	Abu Elias Sarker, Mohammad Habibur Rahman	Book Chapter	Mar-2023
An Appraisal of Agile/Adaptive Implementation Methods Used in Public Sector Reforms	Mark Esposito	Magazine Article	Mar-2023
Can businesses help build trustworthy and accurate generative AI?	Mark Esposito	Magazine Article	Mar-2023
Government e-Services Reputation: Case of UAE	Fatima Al Ali, Melodena Stephens, M. & Vijay Pereira	Book Chapter	Mar-2023
Advancing Artificial Intelligence Impact in Dubai	Engy Shibl, Sarah Shaer, Fadi Salem	Research Report	Mar-2023
Advancing Artificial Intelligence Impact in Dubai	Sarah Shaer, Amani O'Neil, Fadi Salem, Zina Akrout, and Engy Shibl	Research Report	Mar-2023
Moving forward on childhood obesity prevention in the UAE	Irina Berezhnova	Policy Brief	Mar-2023
Advances in Data Science Driven Technologies (Volume 2) Computer Assistive Technologies for Physically and Cognitively Challenged Users	Manoj Kumar M.V., Immanuel Azaad Moonesar R.D., Ananth Rao, Pradeep N., Annappa, Sandeep Kautish, Vijayakumar Varadarajan	Edited book	Mar-2023
ريو دي جانيرو تضع خريطة رقمية لأكبر العشوائيات البرازيلية	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
إستونيا تختار التعهدَ الجماعي وسيلةً للحفاظ على اللغة المحلية	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
خطة لبناء أول جزيرة طاقة صناعية في العالم قبالة السواحل البلجيكية	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
جامايكا تطلق منصة إلكترونية لتحديد أولويات التلقيح ضد فايروس كورونا	Lama Zakak and Fadi Salem	Commissioned Report	7-Mar-2023
Knowledge of Jordanian women of reproductive age who underwent bariatric surgery and its effect on birth outcomes: A cross-sectional study	Zainah Assaf, Hana Taha, Immanuel Azaad Moonesar, Firas Obeidat, Eman F Badran, Mazen Al-Nabelsi, Raeda Al Qutob	Journal Article	17-Mar-2023
لندن تبتكر حلاً لخفض درجات الحرارة في شبكة قطارات الأنفاق	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023
روتردام تستخدم التكنولوجيا الذكية لإنقاذ المدينة من الغرق	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023
بنغلاديش تطلق منصة رقمية لتعزيز منظومة إدارة الكوارث	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023

Research Publications			
Title	Author	Type	Date
طائرات مسيرة توصل الأدوية للمرضى في المملكة المتحدة	Lama Zakak and Fadi Salem	Commissioned Report	22-Mar-2023
ما هي ”المدن الإسفنجية“؟ وكيف تمنع الفيضانات؟	Lama Zakak and Fadi Salem	Commissioned Report	31-Mar-2023
طرق سريعة للدراجات ...نحو تنقّل أوروبي أكثر صحة ونظافة	Lama Zakak and Fadi Salem	Commissioned Report	31-Mar-2023
تكنولوجيا مبتكرة لمعالجة تلوث الهواء في كوريا الجنوبية	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
طرق مبتكرة لاستضافة الرحّالة الرقميين	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
أجهزة استشعار ذكية لشتاء آمن في الشوارع البريطانية	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
حاسوب فائق لتخفيف الازدحام المروري في مدينة تشاتانوغا الأمريكية	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
ابتكارات جديدة لتعزيز الاستدامة في ميناء بوسان	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
مدن أمريكية تسوّق لسكانها تطبيق الأمن السيبرانّي	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
سنغافورة تتجه صوب الأعماق في مشروع لرقمنة باطن الأرضٍ	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
كوبنهاغن تختبر نظام إعادة تدوير عبوات الوجبات الجاهزة	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
سنغافورة تختبر طرقاً عديدة لاستخدام الذكاء الاصطناعي في قطاع التعليم	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
توربينات الرياح العائمة ... دولٌ تجلب الطاقة من أعالي البحار	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
مدن الدقائق الخمس عشر ... مدن اختارت حياة محلية مستدامة	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
اختبار مياه الصرف الصحي مرجعاً لقرارات الصحة العامة	Lama Zakak and Fadi Salem	Commissioned Report	April-2023
The Relationship Between UAE Advanced National Skills and the Future Innovation Skills in the Public Sector.	Hamid Saeed, Melodena Stephens, Arthur Seakhoa-King	Journal Article	April-2023
كيف بنَت الصين أكبر شبكة شحن مركبات كهربائية في العالم	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
دول آسيوية تعلّق آمالها على الحافلات ذاتية القيادة	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
استخدام الطائرات المسيّرة في فحص البنى التحتية لعمليات أكثر أماناً واستدامةً	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Tax Authorities Use AI-powered Tools to Assess Properties Accurately	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Australia Innovates a Tool for Land Use Planning	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Underwater Bike Garage Solves Amsterdam Station's Storage Headache	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Farmers Without Land How Urban Farming is Feeding Cities	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Japan's Innovative Solutions for Future Tsunami Events	Lama Zakak and Fadi Salem	Commissioned Report	May-2023

Research Publications

Title	Author	Type	Date
Using Behavioral Science to Promote Cyber Security in New Zealand	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Small US City Sets Example for Floating Solar	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
A Brazilian City Addressed Challenges with an Open Innovation Program	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
UK Local Governments Benefit from Geospatial Technology	Lama Zakak and Fadi Salem	Commissioned Report	May-2023
Knowledge, Attitude, and Practice among Dubai Health Authority Healthcare Workers towards the COVID-19 Vaccine	Khawla Eissa Al hajaj, Immanuel Azaad Moonesar, Shatha M Alsuwaidi, Kulaithem Saif Al Mazrouei, Hamidah Saleh AlShaibany, Afra ahmad Alshafar	Journal Article	May-2023
Estonia Governance with Open Source	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Advanced Technology Used to Fight Water Pollution in Denmark	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Korea's Digital Platform Government	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
US City Launched the First Police Drones Program	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
A National Digital Twin Supporting Policymakers in Germany	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
A "Data Brain" Making Las Condes Smarter	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
One-Stop-Shop Citizens-centered Focus to Digital Government Services	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Indonesia Unified Medical Records Platform	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Drones and AI Helping Local Governments Repair Roads	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
How Data Dashboards are Adding Accountability to Public Safety	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Seoul Launches World's First Public Services Platform in Metaverse	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Countries Fighting Distracted Driving with Innovation	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
German Cities Solve Complex Challenges with Digital Twins	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
How Is AI Helping Firefighters in US	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Three Cities Tackling Heatwaves with Innovative Solutions	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
How Augmented Reality Is Used for Better City Experience	Lama Zakak and Fadi Salem	Commissioned Report	June-2023
Strong Sustainability by Design – Metrics/Indicators	Melodena Stephens et al.	Policy Paper	June-2023

Research Publications			
Title	Author	Type	Date
Prospects, Volume 7	Engy Shibl, Fadi Salem	Research Newsletter	June-2023
Analysis of the United Arab Emirates' contribution to the sustainable development goals with a focus on global health and climate change	Mohammed Alkhaldi, Immanuel Moonesar, Marina Albada, Sabrina Chelli, Wissam Ghach, Sahar Issa, Ahmad Okasha, Aseel Takshe	Journal Article	June-2023
Experience Exchange Forum - WGS Proceedings	Fadi Salem, Lama Zakak, Zina Akrout, Khalid Alwazani, Mounia Drissi, Immanuel Azaad Moonesar, Saleh Al Hammouri, Irina Berezhnova Gochaux	Proceedings Report	July-2023
Defining Regulatory Innovation: A RegHive on Starting Regulatory Sandbox	Zina Akrout, Lama Zakzak, Mona Elsholkamy, Mounia Drissi, Fadi Salem	Proceedings Report	1-July-2023
Communication to protect brand image during a terrorism crisis: Application of situational crisis communication theory	Laura Domschat, Melodena Stephens, Hamid Saeed	Journal Article	July-2023
AI Enabled Business: A Smart Decision Kit	Melodena Stephens et al.	Book	July-2023
The Benefits of A Multidisciplinary Lens for AI System Ethics: A Primer for Education Thought Leadership	Melodena Stephens et al.	Policy paper	July-2023
Leveraging Artificial Intelligence for Smart Cities Development, London Data Week's AI and Sustainable Cities workshop (Alan Turing Institute and UCL)	Zina Akrout, Fadi Salem	Conference Paper	4-July-2023
Planet Positive 2030. Strong Sustainability By Design. Metrics and Indicators.	Melodena Stephens et al.	Policy paper	5-July-2023
أستراليا تبتكر أداة لتخطيط استخدام الأراضي	Lama Zakak	Commissioned Report	24-Aug-2023
حلول يابانية مبتكرة استعداداً لمواجهة ظاهرة التسونامي	Lama Zakak	Commissioned Report	24-Aug-2023
موقف للدراجات تحت الماء يحلّ معضلة القدرة الاستيعابية لمحطة أمستردام	Lama Zakak	Commissioned Report	24-Aug-2023
فلّاحون بلا أراضٍ... كيف تغذّي الزراعة الخَضَرِية المدن	Lama Zakak	Commissioned Report	24-Aug-2023
استخدام العلوم السلوكية لتعزيز الأمن الرقميّ في نيوزيلندا	Lama Zakak	Commissioned Report	18-Sep-2023
بلدة أمريكية صغيرة تغدو قدوةً في مزارع الطاقة الشمسية العائمة	Lama Zakak	Commissioned Report	18-Sep-2023
مدينة برازيلية تواجه تحدياتها عبر برنامج الابتكار المفتوح	Lama Zakak	Commissioned Report	18-Sep-2023
الحكومات المحلية في المملكة المتحدة تستثمر التكنولوجيا الجغرافية المكانية	Lama Zakak	Commissioned Report	18-Sep-2023
Digital Entrepreneurship and Disruptive Innovation in the Greek Maritime Industry: the Case of Harbor Lab	Mark Esposito	Book chapter	25-Sep-2023

Research Publications

Title	Author	Type	Date
Moving forward on childhood obesity prevention in the UAE	Godchaux Berezhnova and Dr. Immanuel Moonesar	Policy Brief	Oct-2023
The Great Remobilization Strategies and Designs for a Smarter Global Future	Olaf Groth, Mark Esposito and Terence Tse	Book	Oct-2023
Synthetic Biologi (SYNBIO) Governance	Melodena Stephans, Amal Alahmadi, Brett Bunting, Khawla Al Hajaj, Meera Alsuwaidhi, Samyukta Srinivasan	Research Report	Nov-2023
The Arab Region SDGs Index and Dashboards Report 2023	Lama Zakak, Keertana Subramani, Mari Luomi, Grayson Fuller, Fadi Salem, and Lafortune G.	Research Report	Dec-2023
Prospects, Volume 8	Engy Shibl,Fadi Salem	Research Newsletter	Dec-2023

EXECUTIVE EDUCATION

1. 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 2023, MBRSG offered a total of 49 executive education programs. 340 trainers contributed to delivering the executive education programs. During 2023, the executive education leadership programs had a total of 318 graduates who are employed at various government entities in the UAE.

2. 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 2023, 33 customized programs with a total of 199 modules were delivered to entities. A total of 2671 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 2023			
1.	المرحلة الثانية من برنامج تطوير الكفاءات- القيادات الشابه – هيئة الثقافي	2	3	14
2.	برنامج الدبلومات المهنية المجموعة (أ)- دائرة المالية	1	5	12
3.	برنامج الدبلومات المهنية المجموعة (ب) – دائرة المالية	1	6	11
4.	Executive Project for Scientific Research Group 1 - RTA	1	1	7
	Executive Project for Scientific Research Group 2 – RTA	1	1	17
5.	Futures Leaders Program - RTA	20	42	24
6.	Study Trip for Dubai Module for WHU's MBA Students-WHU - Otto Beisheim School of Management	19	19	67
7.	دورة القيادة وإدارة التغيير- اكاديمية انور قرقاش الدبلوماسية	5	5	101
8.	دورة تدريبية في الرشاقة المؤسسية في الإدارة الحكومية - الهيئة الوطنية لإدارة الطوارئ والأزمات والكوارث	1	3	25

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Par-ticipants
9.	Ministry of Finance - برنامج القيادة و التميز في القطاع الحكومي- وزارة المالية -بدولة الكويت- Kuwait	5	5	65
10.	Ministry of برنامج التخطيط التنظيمي (المجموعة الأولى)- Finance - Kuwait -بدولة الكويت- وزارة المالية	4	4	48
11.	Maldives' Leadership Program - Prime Minister's Office	5	7	121
12.	وزارة المالية -بدولة الكويت- Ministry of Finance - Kuwait - برنامج التخطيط التنظيمي (المجموعة الثانية)	4	4	36
13.	دورة تدريبية في الرشاقة المؤسسية - محاكم دبي -Dubai Courts (فئة القيادات)	1	1	25
	دورة تدريبية في الرشاقة المؤسسية - محاكم دبي -Dubai Courts (الفئة الإشرافية)	1	1	19
14.	Prime Minister's Office - Uzbekistan Young Leaders Program	5	8	113
15.	Dubai Police - دورة تحديات العمل الحكومي	1	1	11
16.	برنامج إعداد القيادات "المرحلة Dubai Municipality - بلدية دبي الأولى" تمكين القيادات	17	18	151
17.	Dubai Police -برنامج القيادات الوسطى- الدفعة الأولى	7	9	91
18.	Dubai Police - برنامج القيادات الوسطى- الدفعة الثانية	7	9	70
19.	Dubai Air Navigation Service - دبي لخدمات الملاحة الجوية - Executive Diploma in Leadership Management	20	26	285
20.	Development of Community Development دائرة تنمية برنامج الدبلوم التنفيذي السياسات العامة - المجتمع	6	7	99
21.	دورة تدريبية في إستشراف المستقبل - شرطة دبي Dubai Police	1	2	13
22.	Department of Municipalities & Transport دائرة البلديات والنقل - Future Leaders Program	4	4	120
23.	برنامج الدبلوم - وزارة الداخلية – أبوظبي Ministry of Interior التنفيذي لقادة الابتكار	8	19	167
24.	National Institute for Governance and Sustainable Development - برنامج التميز في الحوكمة والإستدامة في العصر الرقمي (المجموعة الرابعة)	5	5	150

	List of Customized Programs offered in 2023			
#	**Program Name / Module**	**No. of Modules Delivered**	**No. of Days Delivered**	**No. of Par-ticipants**
25.	National Institute for Governance and Sustainable Development - برنامج التميز في الحوكمة والإستدامة في العصر الرقمي (المجموعة الخامسة)	5	5	150
26.	Prime Minister's Office - Kurdistan Leadership Program	8	16	120
27.	Prime Minister's Office - Seychelle's Executive Leadership Program	6	9	140
28.	Ministry of Industry and Advanced Technology - Leadership Program	3	3	63
29.	Ministry of Industry and Advanced Technology- Leadership Empowerment Program	4	2	30
30.	Prime Minister's Office - Malta Executive Leadership Program	5	7	97
31.	Prime Minister's Office - Leadership and Capacity Building-The Republic of Costa Rica	2	4	56
32.	Prime Minister's Office - Zimbabwe Government Experience Exchange Fourm	2	2	100
33.	Dubai Municipality برنامج إعداد القيادات "المرحلة الأولى "تمكين القيادات" الدفعة الثانية - بلدية دبي	7	4	53
	TOTAL	**199**	**247**	**2671**

3. 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 2023, 16 open enrollment programs were delivered with 89 modules and a total of 417 participants attended.

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1.	الدبلوم التنفيذي السياسات العامة المتقدمة (- الدبلومات المهنية الدفعة الرابعة)	9	12	18
2.	برنامج الدبلومات المهنية المساقات التخصصية بالتعاون مع دائرة المالية دبي - دبلوم إدارة المال	4	20	20
3.	برنامج الدبلومات المهنية المساقات التخصصية بالتعاون مع دائرة المالية دبي - دبلوم المحاسبة الحكومية	4	20	12
4.	برنامج الدبلومات المهنية المساقات التخصصية بالتعاون مع دائرة المالية دبي - دبلوم المشتريات الحكومية	4	20	8
5.	جلسات التعليم التنفيذي - جلسات التعليم التنفيذي لحكومة عجمان- إدارة الموارد البشرية	1	1	58
6.	برنامج الدبلوم المهني المدقق الحكومي بالتعاون مع جهاز الرقابة المالية - الدبلوم المهني المدقق الحكومي	22	41	22
7.	Artificial Intelligence Ethics in the Age of Generative AI in a Collaboration with IEEE SA (Standards Association)	5	6	22
8.	مخيم القيادات التنفيذية - مخيم القيادات التنفيذية للمدراء التنفيذيين	3	3	15
9.	مخيم القيادات التنفيذية - مخيم القيادات التنفيذية لمدراء الإدارات	3	3	22
10.	الدبلومات المهنية - برنامج الدبلوم التنفيذي " السياسات العامة " الدفعة الثامنة	12	12	20
11.	سلسلة جلسات التعليم التنفيذي - جلسات التعليم التنفيذي - لمؤسسة دبي لخدمات الإسعاف	1	1	25
12.	سلسلة جلسات التعليم التنفيذي - جلسات التعليم التنفيذي - بالتعاون مع دائرة الموارد البشرية في حكومة عجمان	1	1	30
13.	سلسلة جلسات التعليم التنفيذي - جلسات التعليم التنفيذي - بالتعاون مع دائرة الموارد البشرية في حكومة عجمان	1	1	65
14.	الدبلومات المهنية - برنامج الدبلوم التنفيذي قائد الاستدامة وَالمسؤوليّة المجتمعيّة في المؤسّسات	10	10	18
15.	الدبلومات المهنية - برنامج الدبلوم التنفيذي -الاتصال الرقمي الحكومي – الدفعة الثانية بالتعاون مع أكاديمية الإعلام الجديد	5	13	22
16.	برنامج قيادات حكومات المستقبل - برنامج قيادات حكومات المستقبل بالتعاون مع مجلس رئاسة الوزراء	4	4	40
	Total	**89**	**168**	**417**

4. Graduates from Leadership Program

Till date, a total of 2906 participants have graduated from the various Executive Education Leadership programs offered by MBRSG.

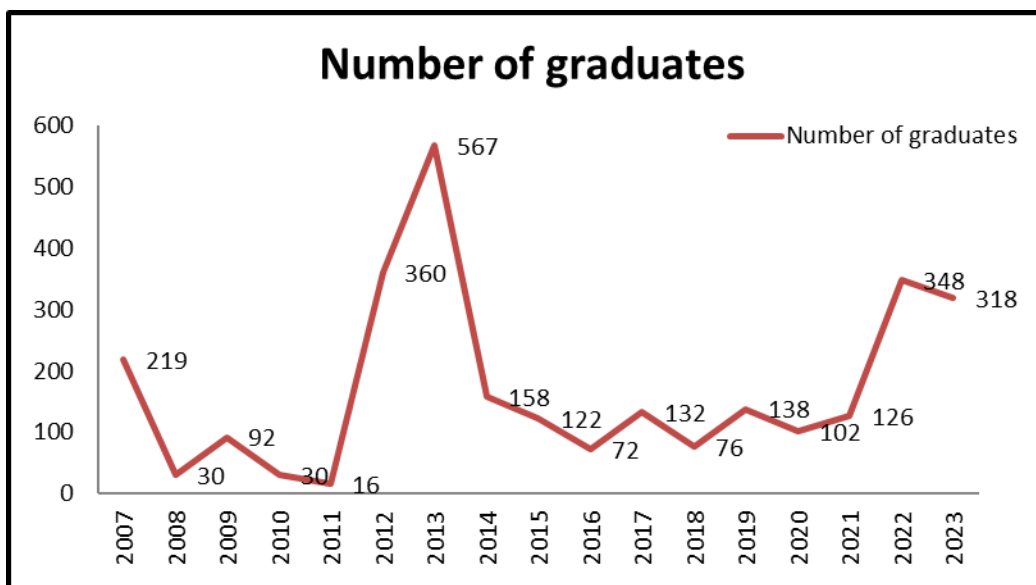| Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total
No. of graduates	219	30	92	30	16	360	567	158	122	72	132	76	138	102	126	348	318	**2906**

Fig 5.4.1Executive Education Graduates 2007-23

5. Executive Education Data Snapshot

	2016	2017	2018	2019	2020	2021	2022	2023
Number of customized programs	10	11	7	11	13	14	19	33
Number of open enrollment programs	18	11	18	15	9	11	28	16
Total number of executive education programs	28	22	25	26	22	25	47	49
Number of clients (entities) served	10	12	7	10	9	7	17	16
Total number of participants	887	1346	654	614	692	474	3596	3088
Number of graduates from Leadership programs	72	132	76	138	102	126	348	318
Total number of training days	128	172	170	209	173	219	347	441
Total number of trainers	35	38	38	145	72	153	277	340

ACADEMIC SUPPORT SERVICES

1. 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.

Category	2019	2020	2021	2022	2023
Online databases	8	7	7	7	7
Number of books (printed)	8000	8150	8150	8560	8560
Number of textbooks	54	54	56	58	58
Library availability (hours per week)	60	60	60	60	60
Number of journals	0 (no print only electronic journals)	0 (no print only electronic journals)	0 (no print only electronic journals)	0 (no print only electronic journals)	0 (no print only electronic journals)

2. 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.
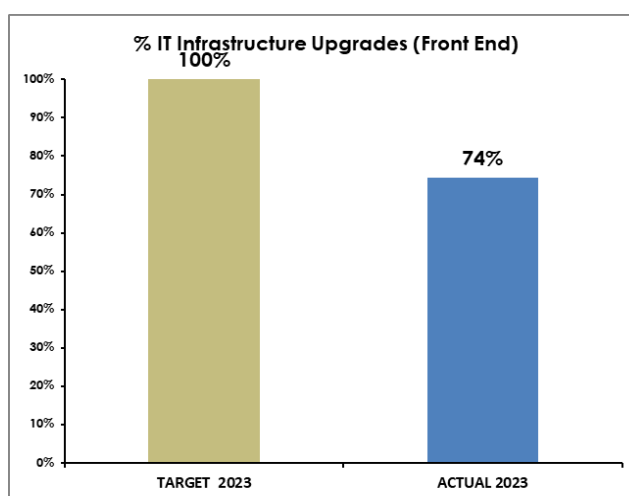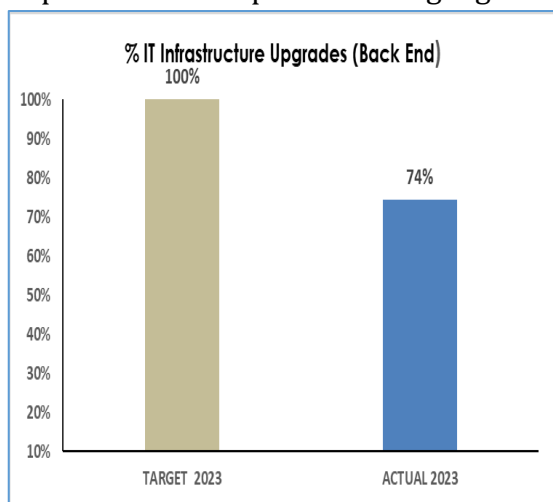

Fig7.2.1: Infrastructure Upgrades (back end)   **Fig7.2.2: Infrastructure Upgrades (front end)**

EXTERNAL ENGAGEMENT

1. 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 partnered during 2023 on various projects, research initiatives and/ or events is provided below:

#	Entity Name
1	Abu Dhabi Early Childhood Authority
2	Academy of International Business (AIB) The Middle East and North Africa (MENA) Chapter
3	American University of Beirut
4	Arab League
5	Digital Government Society
6	ELM
7	FTI Consulting
8	Geneva Centre for Human Rights Advancement and Global Dialogue
9	Geneva School of Diplomacy and International Relations
10	GMindset Center for Global Education
11	Google
12	Heilbronn University
13	International Humanitarian City
14	Microsoft
15	National Institute for Governance and Sustainable Development (Egypt)
16	Prime Minister's Office
17	Rochester Institute of Technology
18	Saint Louis University
19	Tadawi Hospital
20	TATA Consultancy Services Limited (TCS)
21	The Academy of Public Administration under the President of the Republic of Kazakhstan
22	World Health Organization (WHO)
23	WHU - Otto Beisheim School of Management, MBA Program (Germany)
24	World Bank
25	World Government Summit Organization

2. List of Public Events

In the year 2023, MBRSG hosted 37 public events, which attracted a total 3293 attendees. The Ramadan Knowledge Series session 3 held virtually in April had the highest participation of 668 attendees while the graduation ceremony held in November had the second highest turnout of 410 attendees.

Month	Event	Type of Event
January	MBRSG Open Day	Public Event (virtual)
	Report Launch: "the Future of SMEs in the UAE"	Event (by invitation)
	MoU Signing with Ajman Ports & Customs	Event (by invitation)
February	MBRSG Alumni Forum	Event (by invitation)
	Innovation Session: Decision Trade-Offs: Reimagining the Future	Public Event
March	Outcomes of the WGS event	Public Event (virtual)
	Report Launch: Advancing Artificial Intelligence Impact in Dubai	Public Event
	Ramadan Knowledge Series session 1	Public Event (virtual)
April	Ramadan Knowledge Series session 2	Public Event (virtual)
	Ramadan Knowledge Series session 3	Public Event (virtual)
	Ramadan Knowledge Series session 4	Public Event (virtual)
	Ramadan Knowledge Series session 5	Public Event (virtual)
May	Executive Education Forum	Event
	MoU Signing with Department of Human Resources – Government of Ajman	Event (by invitation)
	Boot Camp Program at RAK	Event (by invitation)
	MBRSG Open Day	Public Event (virtual)
June	MoU Signing with Dubai Air Navigation Services	Event (by invitation)
	MBRSG Open Day - RTA	Public Event (virtual)
July	MoU Signing with Majra	Event (by invitation)
	MoU Signing with Ministry of Industry & Advanced Technology	Event (by invitation)
August	MBRSG Open Day	Event (by invitation)
September	Youth Session: جلسة شبابية: الجاهزية لمستقبل مستدام - Readiness for a Sustainable Future	Event
	MBRSG Knowledge Session: COP 28: The Future of Sustainability in the UAE	Public Event (virtual)
	MoU Signing with DGHR	Event (by invitation)
	MoU Signing with MBRL	Event (by invitation)
October	Open Day	Public Event (virtual)
	MoU Signing with Geneva Center for Human Rights	Event (by invitation)

Month	Event	Type of Event
	MoU Signing with the Ministry of Defense	Event (by invitation)
	MoU Signing with Emirates Strategic Planning and Foresight Future Association	Event (by invitation)
November	MBRSG Graduation Ceremony 2023	Public Event
	The 17th Annual Scientific Conference: Climate Change and its repercussions on Arab Economic Development	Public Event
	Arab Climate Forum	Public Event
	Report Launch: Synthetic Biology (Syn-Bio) Governance	Public Event
December	Launching the special COP 28 Edition of the Arab SDGs Index and Dashboard Report	Public Event
	MBRSG Open Day	Public Event (virtual)
	DANS Graduation	Event (by invitation)
	MoU with Tadawi	Event (by invitation)

كليـــــة محمـــــد بن راشـــــد
للإدارة الحكـــــــوميـــــة
MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

In accordance with the CAA requirements, the Planning & Institutional Effectiveness (PIE) Department collects and reports institution-wide data. The PIE department is pleased to present this factbook which contains data for the period 1st January 2023 to 31st December 2023.

The Department of Planning & Effectiveness seeks to implement the CAA standards, build institutional data and information to support academic programs, institutional Survey system, student success, data-informed decision-making, institutional accomplishments, KPIs design, project progress, and reporting.

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