



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

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



# MBRSG Factbook 2017

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MBRSG  
**FACTBOOK**  
2017

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## Vision

Internationally renowned as the 1<sup>st</sup> leadership and public policy institution in the Arab world

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## Mission

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

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## PREFACE

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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**



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## EXECUTIVE PRESIDENT'S FOREWORD

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

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

The School was driven in 2017 by its visionary Board of Trustees to play even a more effective role and become a beacon for good governance and effective public policy in the UAE and Arab world. During this year, the School efficiently utilized all resources and expertise to expand its services, refine its programs and present to the public leaders a diversified portfolio of targeted training which aims to empower them with the knowledge needed to move forward on effective reforms and make a difference in their organizations and countries.

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

**Dr. Ali Sebaa Al Marri**



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## DEAN'S FOREWORD

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2017 sparked a new chapter in the development of MBRSG as a PAN-Arab platform to produce and share scientific research and knowledge on vital themes in line with the UAE Vision 2021 and the Dubai Plan 2021, which aspire to empower future leaders and to transform the infrastructure of the country to a sustainable one.

MBRSG launched an array of graduate programs titled 'Future Government Programs' which were designed in line with the highest global academic standards to support the Dubai transformation to become a city of the future. These programs received initial academic accreditation from the Commission for Academic Accreditation CAA, under the UAE Ministry of Higher Education. Due to the unique and attractive nature of the Future Government Programs, 2017 witnessed a significant upsurge in the number of enrolled students from 32 in 2016 to an astounding 119 in 2017.

Moreover, MBRSG launched in 2017 numerous Executive Education programs tailored to address the increasingly complex policy challenges faced by public sector entities and corporations in the UAE and Arab world. These programs attracted 1346 participants from both public and private sectors and across industries, who were equipped with the skills to confront the challenges and contribute to the development of their organizations.

Thus, it gives me great pleasure to welcome you to our 2017 Fact Book. This valuable document captures our main achievements over one year, and includes statistics, milestones, and key deliverables.

**Professor Raed Awamleh**

# 2017 THE YEAR IN REVIEW



## Launch of the Future Government Programs

MBRSG, as part of its efforts to support the transformation of Dubai into a city of the future, launched a suite of 3 Master programs under the title “Future Government Programs”. The programs launched were the Master in Innovation Management (MIM) supporting the National Innovation Strategy; the Executive Master of Public Administration (EMPA), first program of its kind delivered in Arabic introducing candidates to the most up-to-date governance practices and international government management techniques; and the Master of Public Policy(MPP) program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology.

JANUARY



## Memorandum of Understanding with Dubai South

MBRSG signed a Memorandum of Understanding (MoU) with Dubai South to collaborate in nurturing Emirati talent, supporting good governance in the UAE and the Arab world, and building future leaders within various policy-related fields.

JANUARY



## Launch of the UAE Public Policy Forum

MBRSG launched a new global discussion platform, the UAE Public Policy Forum, dedicated to enhancing government sector output in the UAE. The objective of the forum is to aid governments and decision-makers in the UAE and the wider region in formulating public policies in all areas.

MARCH



### 2017 Graduation Ceremony

Held under the patronage of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai, the 2017 graduation ceremony honored 177 graduates, with 25 graduating from the Master of Public Administration program while 152 graduated from MBRSG's Executive Education Leadership programs. H.H. Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, Deputy Ruler of Dubai, handed the graduates their certificates, congratulating them on their success.



### Agreement with Federal Competitiveness and Statistics Authority

MBRSG signed an agreement with the Federal Competitiveness and Statistics Authority (FCSA) to join efforts, promote government knowledge and empower the national workforce, as directed by the UAE leadership.

JULY



### Professional Diploma in Customer Happiness

MBRSG launched its first Professional Diploma in Customer Happiness, echoing the government's official policy and resonating with the objectives of the Happiness Agenda, launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, Ruler of Dubai. The program covers theories, procedures, mechanisms and policies to achieve customer satisfaction.

OCTOBER



### Agreement with Family Development Centers Department in Sharjah

MBRSG signed an agreement with the Family Development Centers Department in Sharjah – an affiliate of the emirate's Supreme Council for Family Affairs – to streamline and multiply efforts to empower and improve the national workforce. As per the accord, the School is set to offer scholarships for its Masters' programs to select employees nominated by the Department.

OCTOBER

NOVEMBER

CEREMONY

تمكين القيادة  
SHAPING THE FUTURE





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SECTION 1  
**ABOUT THE  
SCHOOL**

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## OVERVIEW

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Launched in 2005 as Dubai School of Government, under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister 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 build future leaders through an integrated system offering education 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. On 11 August 2013, the School was renamed after His Highness Sheikh Mohammed Bin Rashid Al Maktoum to “Mohammed bin Rashid School of Government”. 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

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

2005

2006

Executive Diploma in Public Administration (EDPA) is launched in collaboration with Lee Kuan Yew School of Public Policy at the National University of Singapore

Research Initiatives and Executive Education programs launched at DSG

MoU signed with Dubai Customs, Microsoft, Royal Family Council of Bahrain

2007

2008

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

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

2010

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.

73 students from the MPA, EDPA and Executive Education programs graduate in the School's second commencement ceremony

2011

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.

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



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



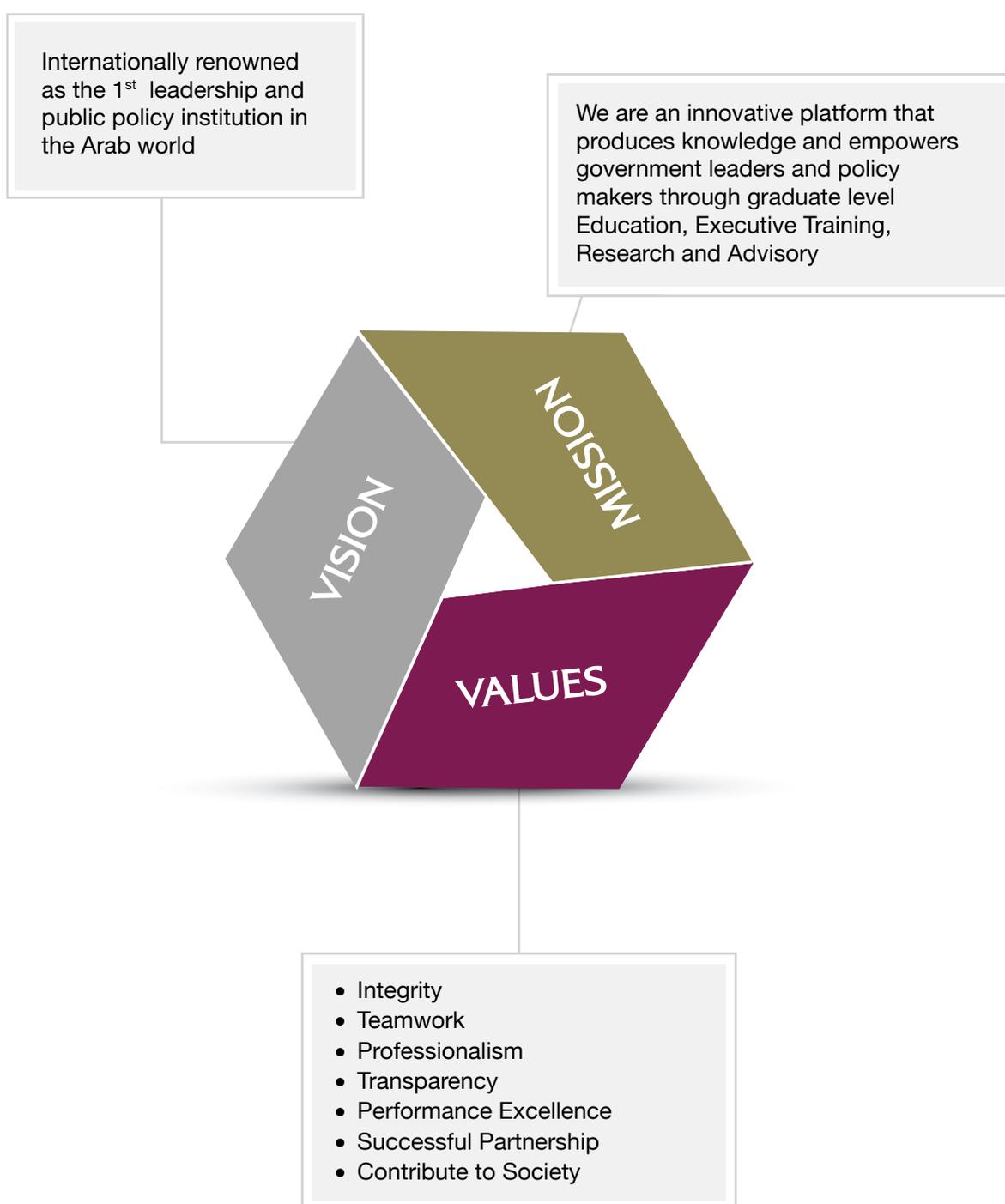
Launch of the Arab Leadership and Government Excellence Program at the second Government Summit  
 Launch of Knowledge and Policy Council to enhance knowledge-sharing among government entities  
 MoU signed with Dubai Municipality  
 MoU signed with the Jordanian Ministry of Public Sector Development and Jordanian Institute of Public Administration  
 Ranked sixth most important research center in the Arab world



Launch of the Emirates Center for Government Knowledge (ECGK) at the MBRSG by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of Dubai Executive Council  
 MoU signed with the UAE Ministry of Foreign Affairs and International Cooperation (MOFAIC)  
 Received initial accreditation from the Ministry of Education- Higher Education Affairs for three Master programs - Master in Innovation Management (MIM), Executive Master of Public Administration (EMPA) in Arabic, and Master of Public Policy (MPP) program with specializations in Education, Health, Sustainable Development, Social Policy, and Science and Technology.

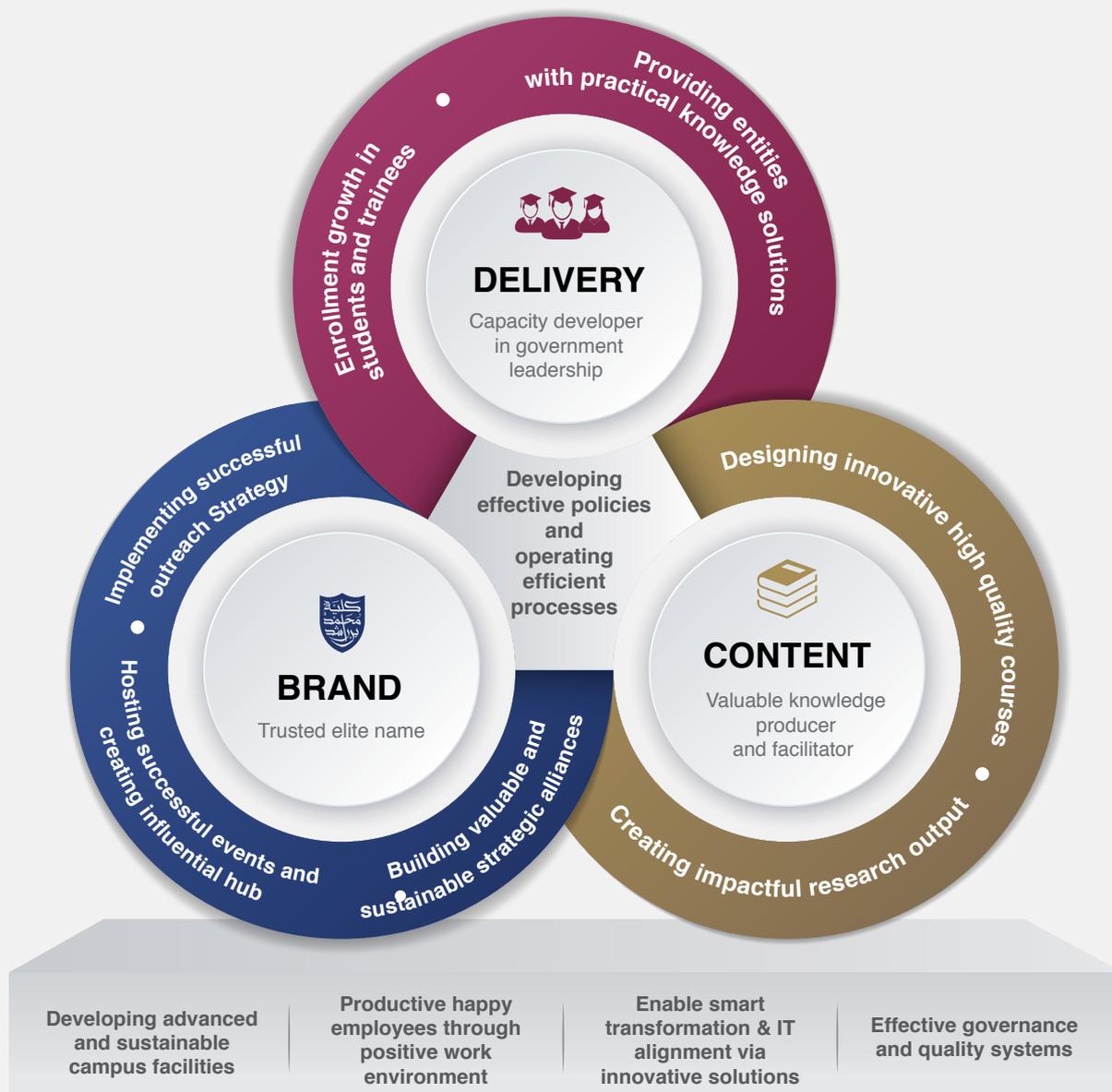
## VISION, MISSION AND VALUES

This plan designed in 2017 for five years until 2021, the result of our plan set out in three strategic themes 1) Brand, 2) Content and 3) Delivery. Being the specialized School in Public Administration and Public Policy we want to lead the successful change in the region, therefore this plan will be reviewed regularly so that we evaluate our strategic performance repeatedly, to remain true to our Mission.



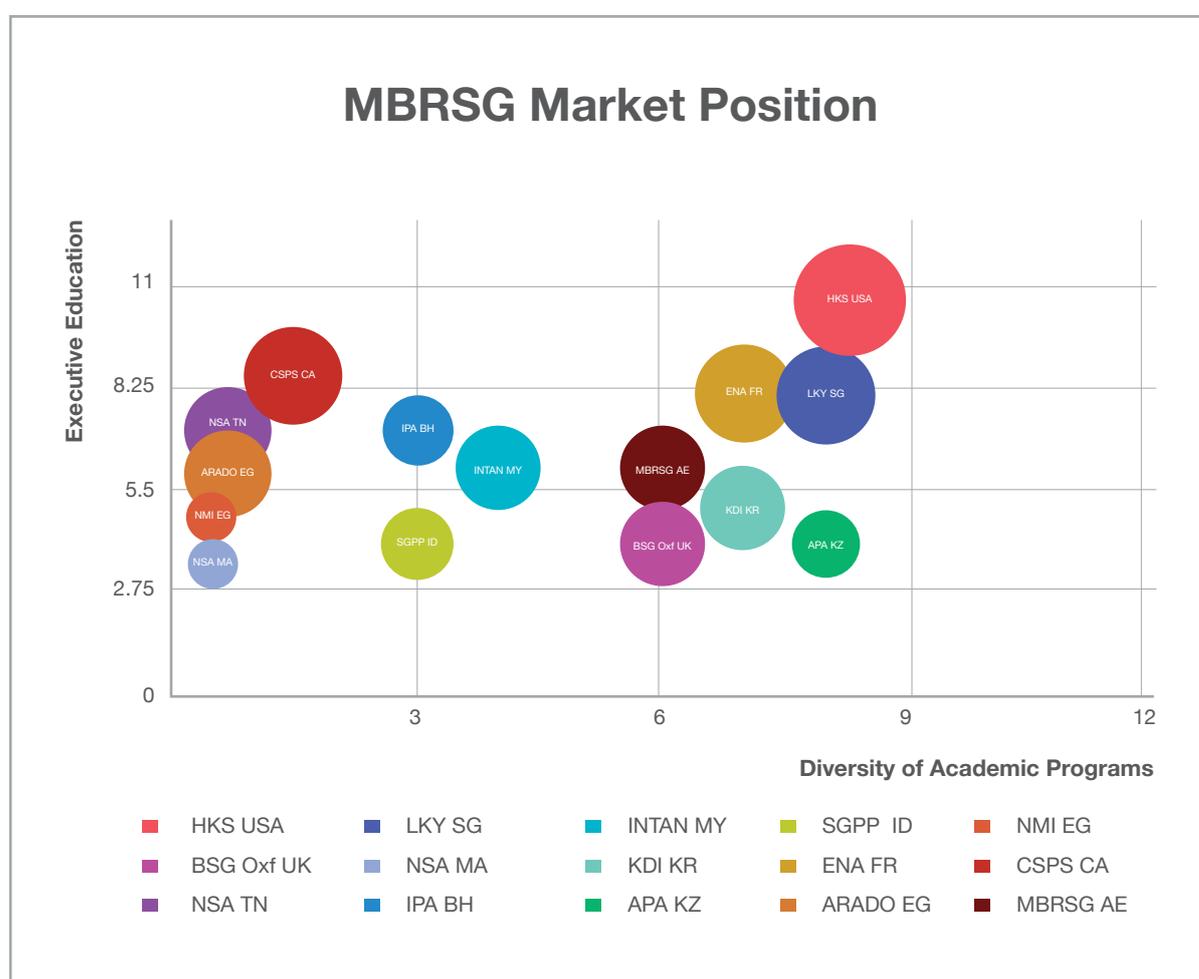
# THE SCHOOL STRATEGY 2017 - 2021

The MBRSG strategic plan includes 3 themes:



## THE MARKET POSITION

The below chart shows the market position of MBRSG in relation to other Schools of Government across the world, which is listed in the OECD network. The involved Schools are having activities in Academies of Government, training and research.



# 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 decision no. 52 of 2015 on November 19 to establish a new MBRSG Board of Trustees to substitute the previous board that completed its term. The new Board, that officially assumed its functions in January 2016, is chaired by HE Humaid Mohammed al Qatami, Chairman of the Board and Director-General of the Dubai Health Authority, and comprises of prominent public officials:



**HE Ahmed Abdallah Bin Byat (Vice Chair)**  
Director General of Dubai Creative Clusters Authority



**HE Abdullah Abdulrahman Al Shaibani**



**H.E. Abdulla Bin Touq**  
Secretary General of the UAE Cabinet



**HE Tarish Eid Al Mansouri**  
Director General of Dubai Courts



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



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



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



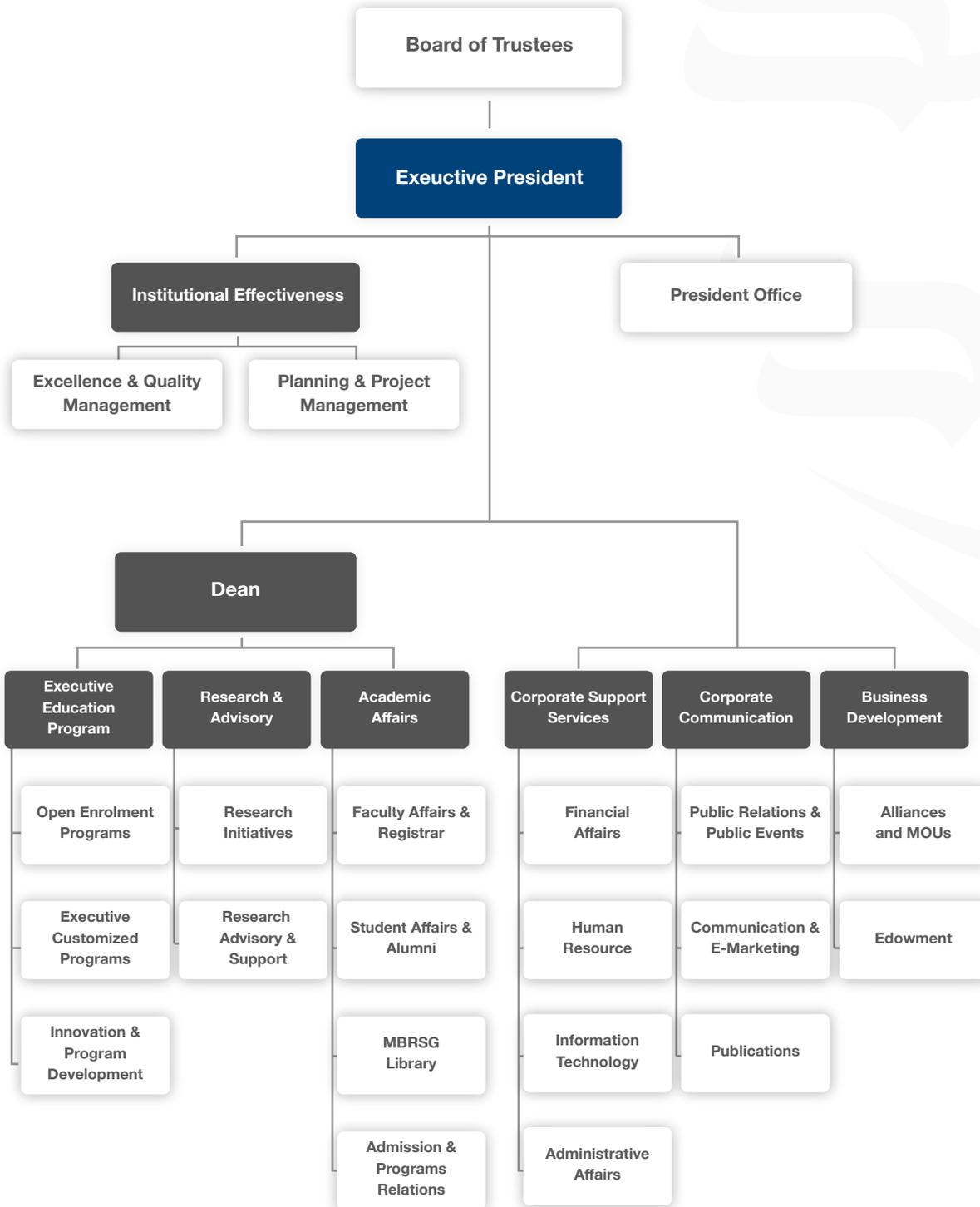
**Dr. Tayeb Amanullah Mohammed Kamali**  
Chairman of Emirates Driving Company

## 2. School Committees

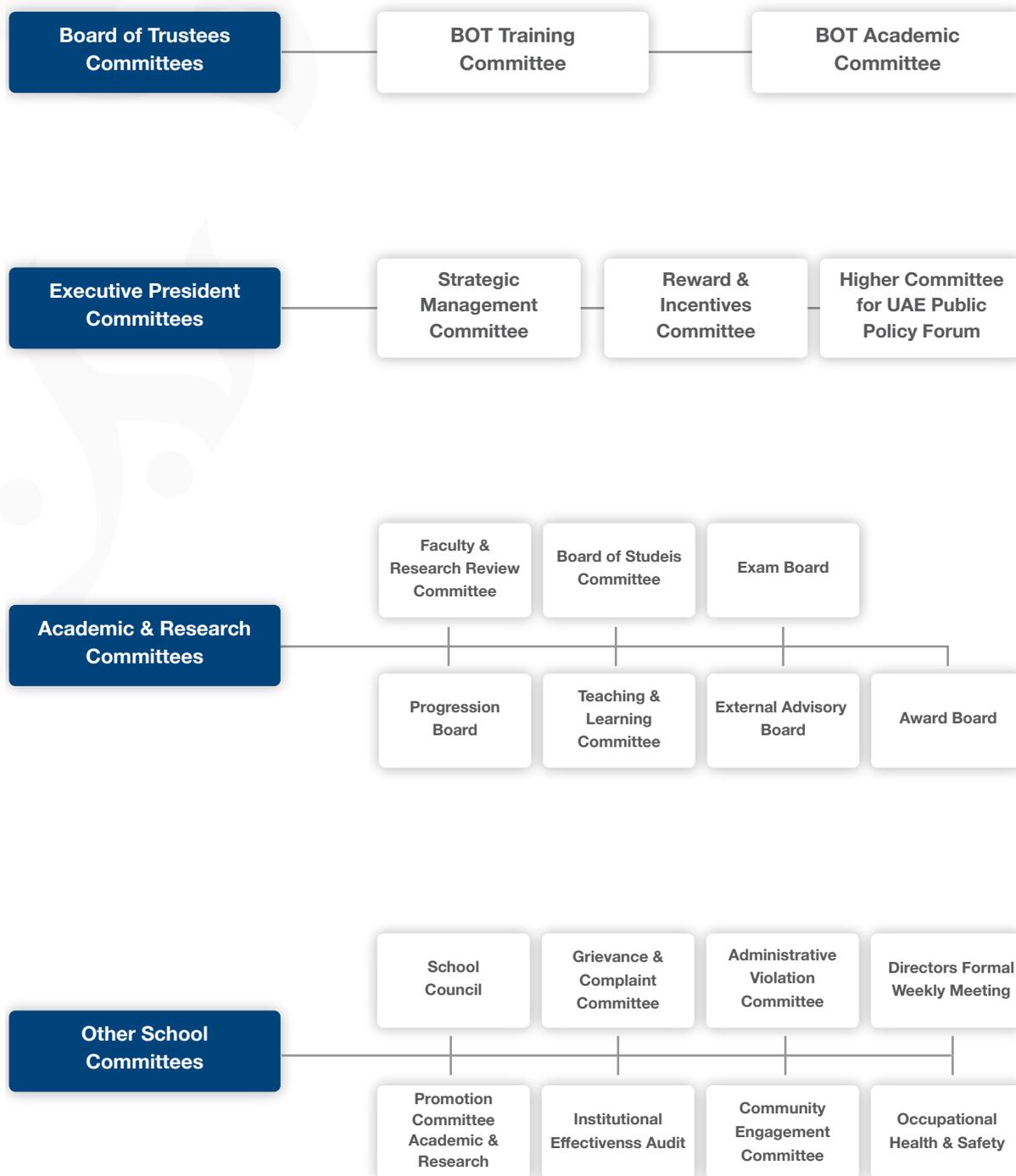
The Executive President is responsible for the overall administration of the School and is supported by a number of key personnel and standing Committees in the governance of the School. The standing committees of the School are listed below:

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

### 3. Organization Structure



### 4. Committee Structure



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

- Innovation Management Circle
- Happiness Circle
- Student Enrollment Circle
- Public Forum Content Circle
- Public Forum Logistic Circle
- Smart Initiatives Circle
- Knowledge Management Circle
- Academic Journal Circle
- Instructional Design Circle
- Process Management Circle
- Governance & Sustainability Circle

## 5. Key Personnel

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

## 6. Accreditation

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

Program	Accreditation Status
Master of Public Administration (MPA)	Applied for renewal of accreditation
Master of Innovation Management (MIM)	Received initial accreditation in 2016
Master of Public Policy (MPP) <b>Specializations</b> <ul style="list-style-type: none"> <li>• Education</li> <li>• Health</li> <li>• Science and Technology</li> <li>• Social Policy</li> <li>• Sustainable Development</li> </ul>	Received initial accreditation in 2016
Executive Master of Public Administration (EMPA)	Received initial accreditation in 2016
Postgraduate Diploma in Innovation Management	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (English)	Received initial accreditation in 2016
Postgraduate Diploma in Public Administration (Arabic)	Received initial accreditation in 2016
Postgraduate Diploma in Public Policy <b>Specializations</b> <ul style="list-style-type: none"> <li>• Education</li> <li>• Health</li> <li>• Science and Technology</li> <li>• Social Policy</li> <li>• Sustainable Development</li> </ul>	Received initial accreditation in 2016





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SECTION 2  
**STUDENTS AND  
GRADUATES**

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# ADMISSION STATISTICS 2017

Program Name	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
Master of Public Administration	23	23	15	%100	%65.2
Master of Innovation Management	43	43	23	%100	%53.5
Executive Master of Public Administration	146	81	62	%55.5	%76.5
Master of Public Policy	28	28	19	%100	%67.9

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

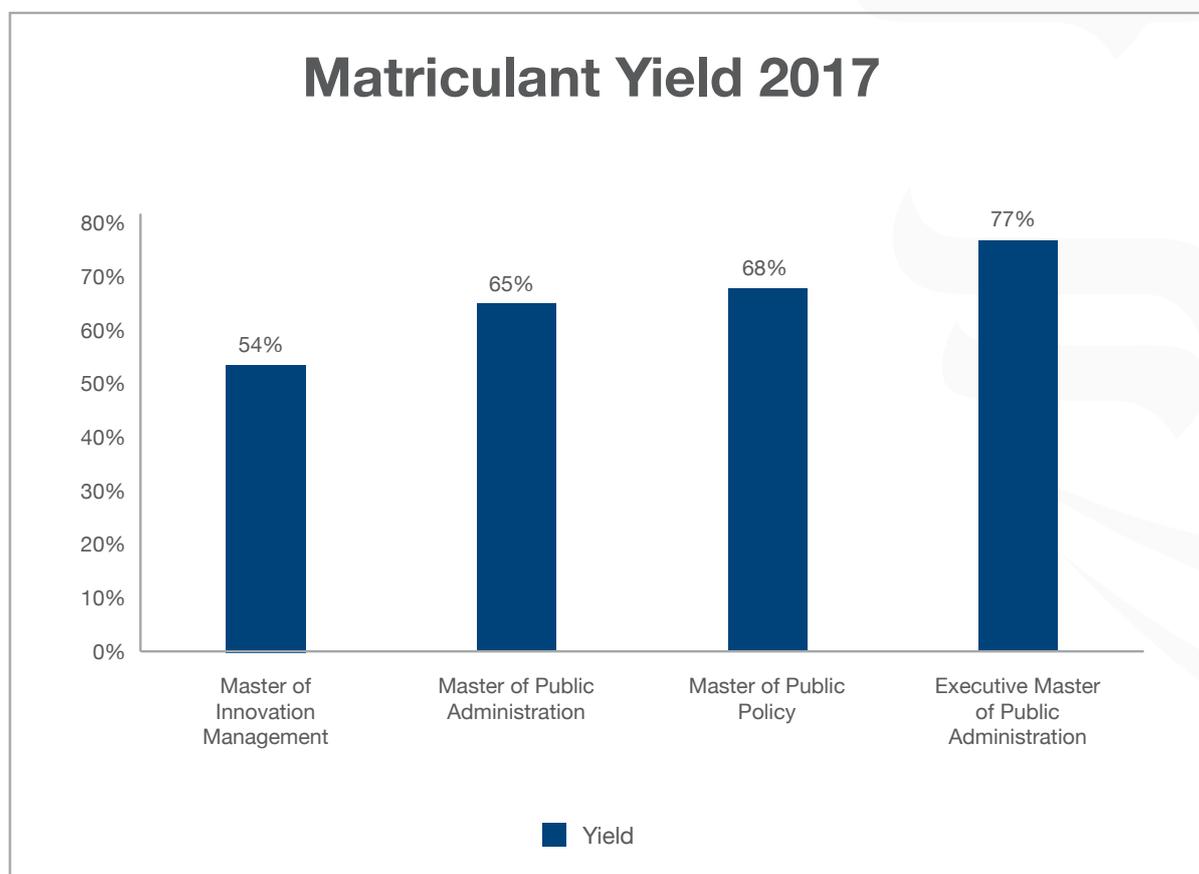


Fig 2.1.1: Matriculation Yield

## APPLICATION ACCEPTANCE RATE

During 2017, MBRSG received a total of 240 applications of which 65 were rejected as they did not meet the admission criteria mandated by MBRSG, resulting in application acceptance rate of 73%.

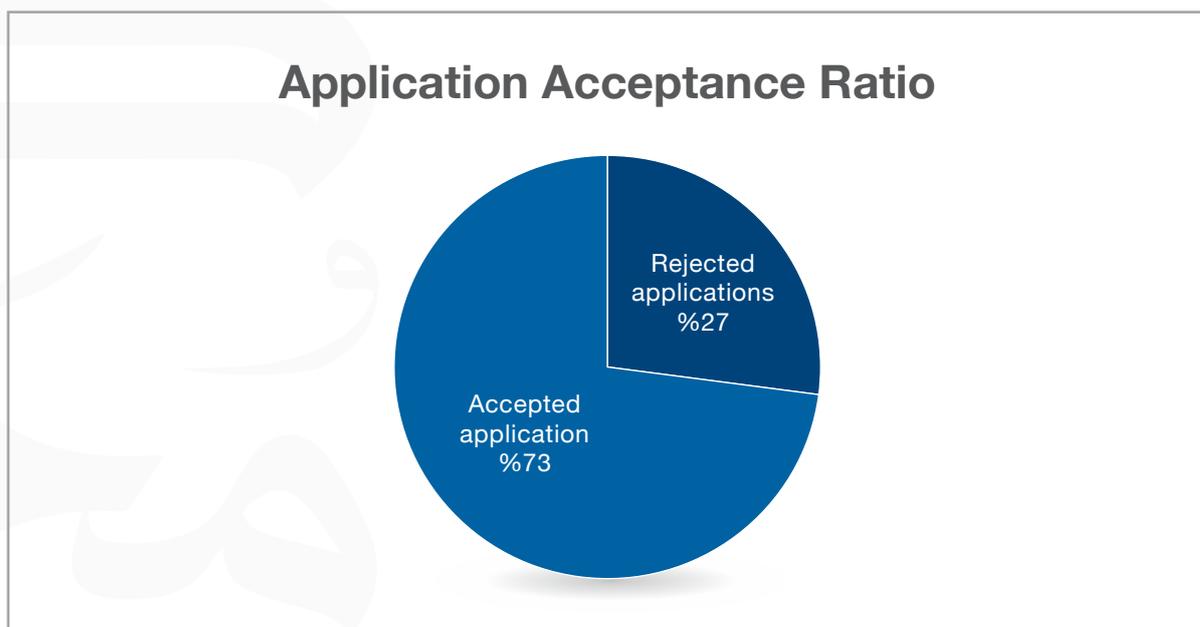


Fig 2.2.1: Application Acceptance Rate

## HISTORICAL ADMISSION STATISTICS (2014-2017)

MASTER OF PUBLIC ADMINISTRATION					
Year	Applications	Offers	New Enrolments	Admissions Yield*	Matriculation Yield*
2017	23	23	15	%100	%65.2
2016	-	29	23	-	%79
2015	50	38	31	%76	%81.6
2014	26	26	26	%100	%100

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

# STUDENT HEADCOUNT BY PROGRAM FOR 2017

Program Name	Student Type	Spring 2017			Fall 2017		
		Total	Male	Female	Total	Male	Female
Master of Public Administration	New	5	2	3	10	2	8
	Re-enrolled	35	15	20	33	11	22
	Total	40	17	23	43	13	30
Master of Innovation Management	New	14	6	8	9	2	7
	Re-enrolled	0	0	0	9	3	6
	Total	14	6	8	18	5	13
Executive Master of Public Administration	New	23	12	11	39	26	13
	Re-enrolled	0	0	0	21	12	9
	Total	23	12	11	60	38	22
Master of Public Policy (General)	New	1	1	0	3	0	3
	Re-enrolled	0	0	0	2	0	2
	Total	1	1	0	5	0	5
Master of Public Policy (Education)	New	1	0	1	0	0	0
	Re-enrolled	0	0	0	0	0	0
	Total	1	0	1	0	0	0
Master of Public Policy (Health)	New	3	0	3	2	0	2
	Re-enrolled	0	0	0	2	0	2
	Total	3	0	3	4	0	4

Program Name	Student Type	Spring 2017			Fall 2017		
		Total	Male	Female	Total	Male	Female
Master of Public Policy (Science and Technology)	New	0	0	0	0	0	0
	Re-enrolled	0	0	0	0	0	0
	Total	0	0	0	0	0	0
Master of Public Policy (Social Policy)	New	0	0	0	1	0	1
	Re-enrolled	0	0	0	0	0	0
	Total	0	0	0	1	0	1
Master of Public Policy (Sustainable Development)	New	6	2	4	2	0	2
	Re-enrolled	0	0	0	4	2	2
	Total	6	2	4	6	2	4

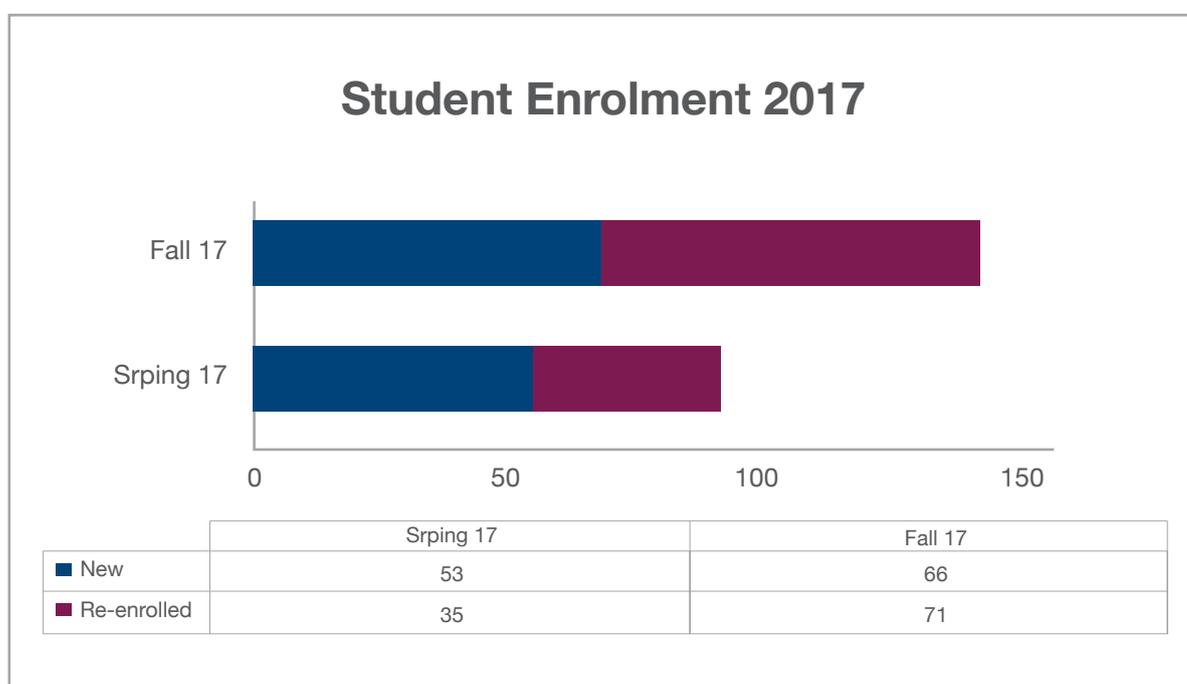


Fig 2.3.1: Student Enrolment 2017 academic year

# STUDENT HEADCOUNT BY PROGRAM AND GENDER FOR 2017

Program	Male		Female		Total
	No.	%	No.	%	
Master of Public Administration	19	%38	31	%62	50
Master of Innovation Management	8	35 %	15	%65	23
Executive Master of Public Administration	38	%61	24	%39	62
Master of Public Policy	3	%16	16	%84	19
<b>Total</b>	<b>68</b>	<b>%44</b>	<b>86</b>	<b>%56</b>	<b>154</b>

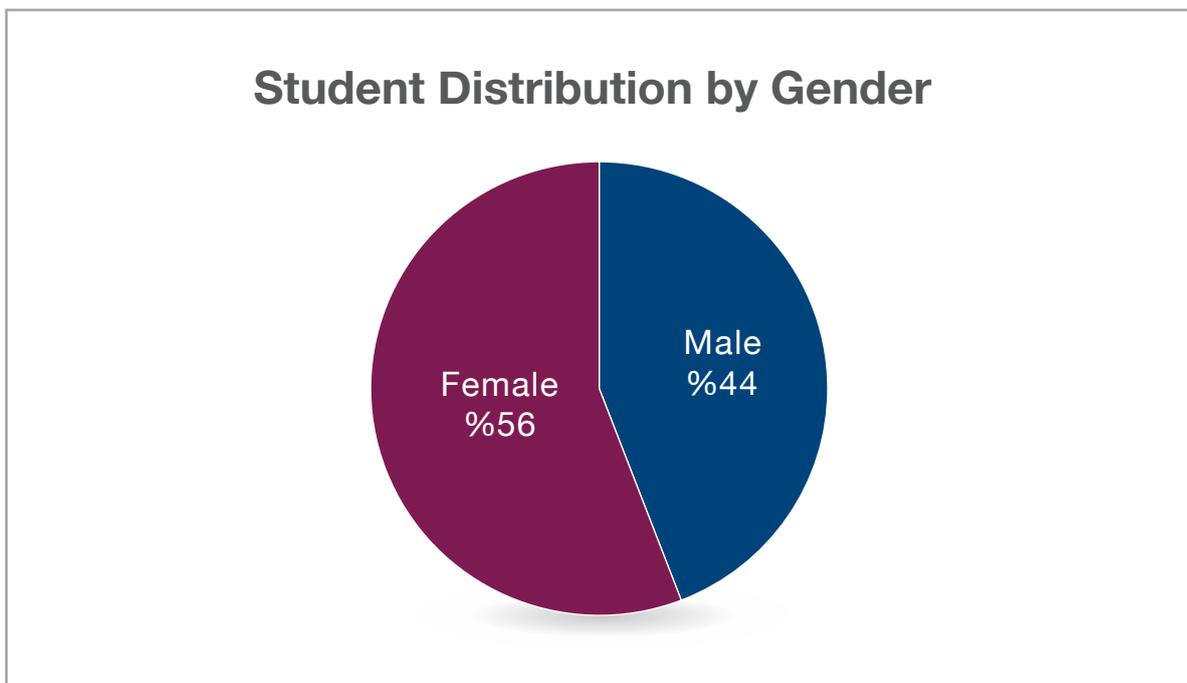
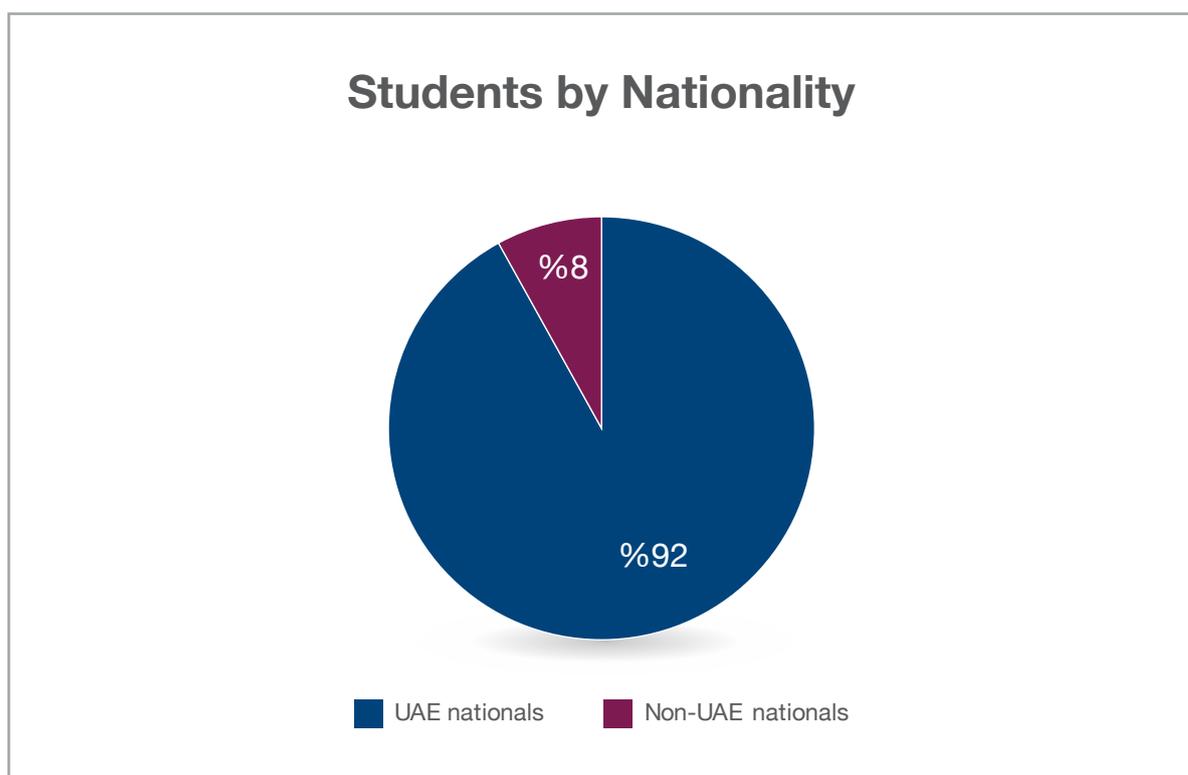


Fig 2.4.1: Student Gender Distribution

## STUDENT HEADCOUNT BY PROGRAM AND NATIONALITY FOR 2017

Program	UAE Nationals		Non-UAE nationals		Total
	No.	%	No.	%	
Master of Public Administration	48	%96	2	%4	50
Master of Innovation Management	21	%91	2	%9	23
Executive Master of Public Administration	57	%92	5	%8	62
Master of Public Policy	16	%84	3	%16	19
<b>Total</b>	<b>142</b>	<b>%92</b>	<b>12</b>	<b>%8</b>	<b>154</b>



*Fig 2.5.1: Student Nationality*

# STUDENTS BY EMIRATE OF RESIDENCE

Student Distribution by Emirate

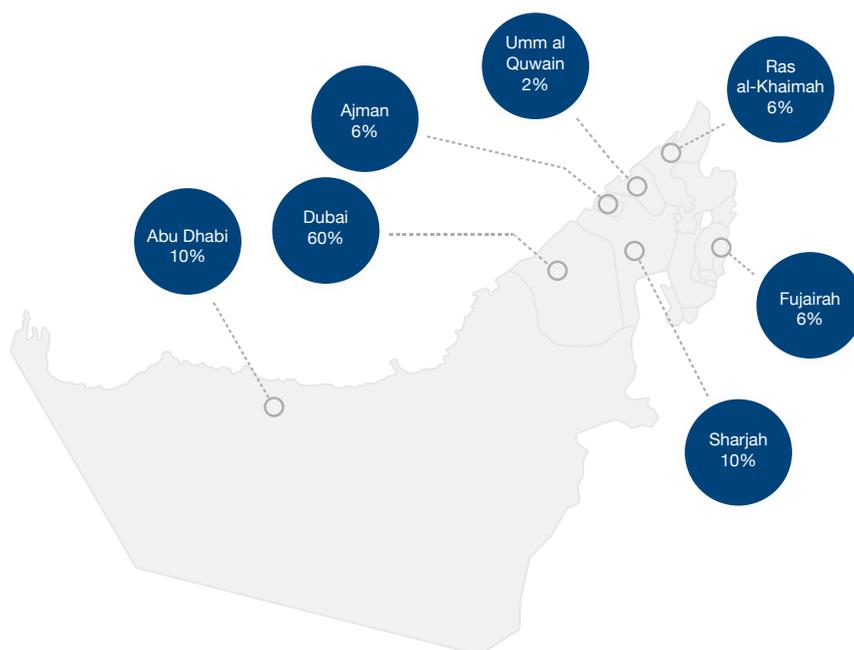


Fig 2.6.1: Student Emirate of Residence

# STUDENT POPULATION SNAPSHOT

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

## 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 (2017)*

Indicator	Value
Number of new enrolments	15
Total Number of students (new + returning)	50
Percentage of UAE nationals	96%
Number of male students	19 (38%)
Number of female students	31 (62%)
Average age	34
Number of countries represented by MPA students	2
Average class size	6.8
Number of graduates	14

Historical Enrolment Data								
	2014 Spring	2014 Fall	2015 Spring	2015 Fall	2016 Spring	2016 Fall	2017 Spring	2017 Fall
New	11	8	12	14	12	11	5	10
Continuing	0	18	23	22	34	40	35	33
<b>Total</b>	<b>11</b>	<b>26</b>	<b>35</b>	<b>36</b>	<b>46</b>	<b>51</b>	<b>40</b>	<b>43</b>

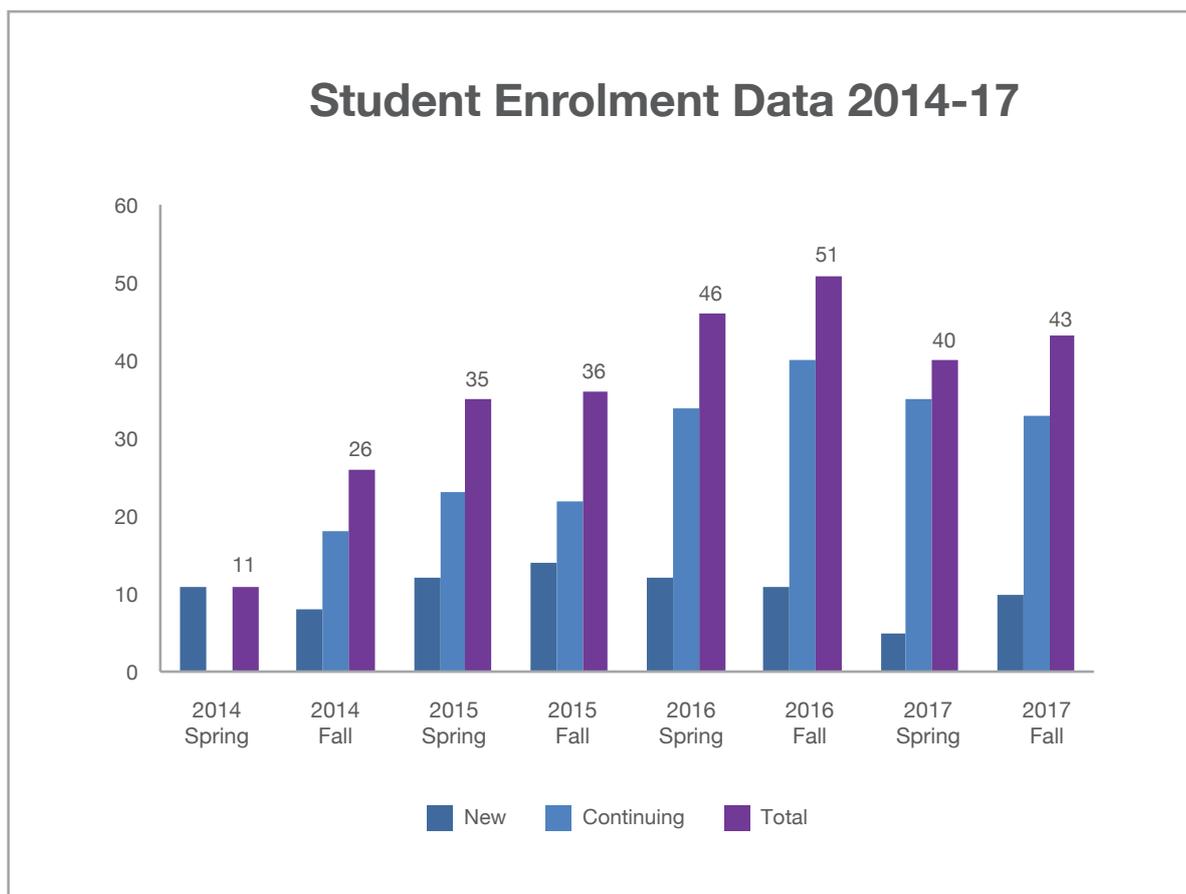


Fig 2.8.1: Student Enrolment 2014-17

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

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

Historical Enrolment Data by Nationality									
	2014 Spring	2014 Fall	2015 Spring	2015 Fall	2016 Spring	2016 Fall	2017 Spring	2017 Fall	
Male - National	5	11	13	11	12	18	15	12	
Female - National	5	12	18	22	30	27	22	29	
Male – Non national	1	3	4	3	4	6	2	1	
Female - Non national	0	0	0	0	0	0	1	1	
Total	11	26	35	36	46	51	40	43	

Historical Enrolment Data by Nationality (in percentage)									
	2014 Spring	2014 Fall	2015 Spring	2015 Fall	2016 Spring	2016 Fall	2017 Spring	2017 Fall	
Male - National	%45.5	%42.3	%37.1	%30.6	%26.1	%35.3	%37.5	%27.9	
Female - National	%45.5	%46.2	%51.4	%61.1	%65.2	%52.9	%55.0	%67.4	
Male – Non national	%9.1	%11.5	%11.4	%8.3	%8.7	%11.8	%5.0	%2.3	
Female - Non national	%0.0	%0.0	%0.0	%0.0	%0.0	%0.0	%2.5	%2.3	

## B. Master of Innovation Management (MIM)

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

### *Key Statistics for MIM (2017)*

Indicator	Value
Number of new enrolments	23
Total Number of students (new + returning)	23
Percentage of UAE nationals	91%
Number of male students	8 (35%)
Number of female students	15 (65%)
Average age	32
Number of countries represented by MIM students	3
Average class size	8.7
Number of graduates	No graduates in 2017

## C. Master of Public Policy (MPP)

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

*Key Statistics for MPP (2017)*

Indicator	Value
Number of new enrolments	19
Total Number of students (new + returning)	19
Percentage of UAE nationals	84%
Number of male students	3 (16%)
Number of female students	16 (84%)
Average age	34
Number of countries represented by MPP students	3
Average class size	9
Number of graduates	No graduates in 2017

**D. Executive Master of Public Administration (EMPA)**

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

*Key Statistics for EMPA (2017)*

Indicator	Value
Number of new enrolments	62
Total Number of students (new + returning)	62
Percentage of UAE nationals	92%
Number of male students	38 (61%)
Number of female students	24 (39%)
Average age	41
Number of countries represented by MPA students	4
Average class size	24.6
Number of graduates	No graduates in 2017

## TUITION GRANTS

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

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

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

The below table shows the number of grants awarded in 2017:

Student Grants 2017					
Grant Awarded	MPA	MIM	MPP	EMPA	Total
AED 10,000	0	3	0	3	6
AED 20,000	10	20	14	54	98
AED 30,000 - up to AED 60,000	0	0	4	1	5
AED 60,000	23	0	0	0	23
%100 fees	0	0	0	2	2
<b>Total</b>	<b>33</b>	<b>23</b>	<b>18</b>	<b>60</b>	<b>134</b>

# GRADUATES

## Total MBRSG Graduates

MBRSG has produced 125 graduates till date from the Master of Public Administration program. Students are yet to graduate from the 3 Master programs (Executive Master of Public Administration, Master of Innovation Management and Master of Public Policy) that started in 2017.

Program Name	2009	2010	2011	2015	2016	2017	Total
MPA	31	30	22	3	25	14	125

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

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

### 2017 Master of Public Administration Graduates

In 2017, 14 students graduated from the Master of Public Administration program representing 4 nationalities.

2017 Graduates by Gender and Completion Semester						
Gender	2017 Spring		2017 Fall		Total	
	No.	%	No.	%	No.	%
Male	5	%45	2	%66.7	7	%50
Female	6	%55	1	%33.3	7	%50

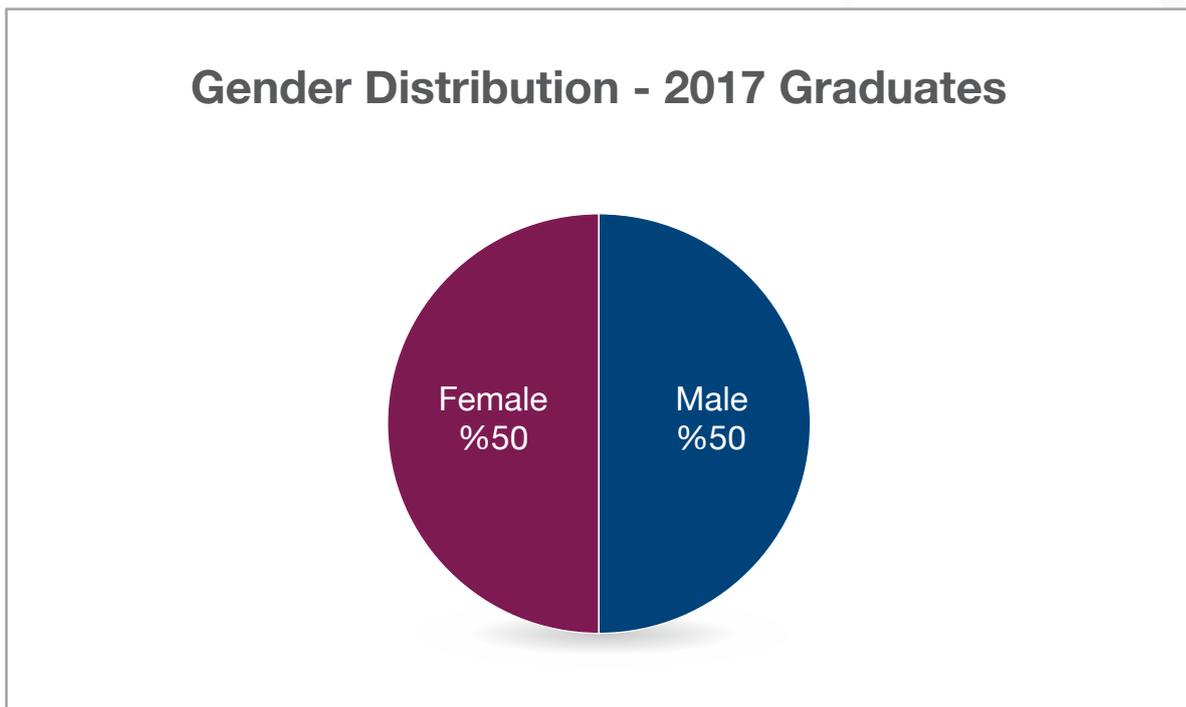
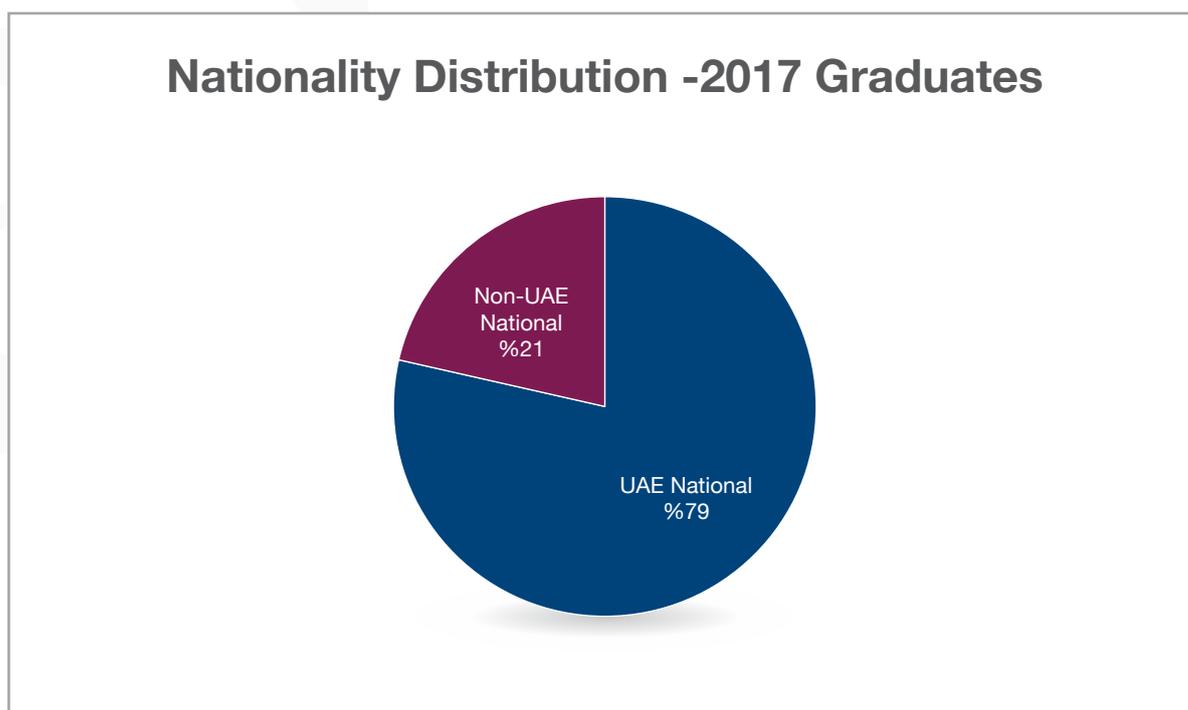


Fig 2.10.1: Gender Distribution - Graduates

2017 Graduates by Nationality and Completion Semester						
Nationality	2017 Spring		2017 Fall		Total	
	No.	%	No.	%	No.	%
UAE National	10	%91	1	%33.3	11	%78.6
Non-UAE National	1	%9	2	%66.7	3	%21.4



*Fig 2.10.2: Nationality Distribution - Graduates*



الاستاذ / محمد بن راشد  
مدير العلاقات العامة

الاستاذ / محمد بن راشد  
مدير العلاقات العامة

الاستاذ / احمد الهاجري  
مدير العلاقات العامة

الاستاذ / احمد الهاجري  
مدير العلاقات العامة

الاستاذ / احمد الهاجري  
مدير العلاقات العامة



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### SECTION 3

## FACULTY AND STAFF

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## GENERAL INFORMATION

During 2017, a total of 53 full-time administrative staff and 10 full-time academic staff were employed at MBRSG. 8 new appointments were made during the year. Turnover rate during the year stood at 6%.

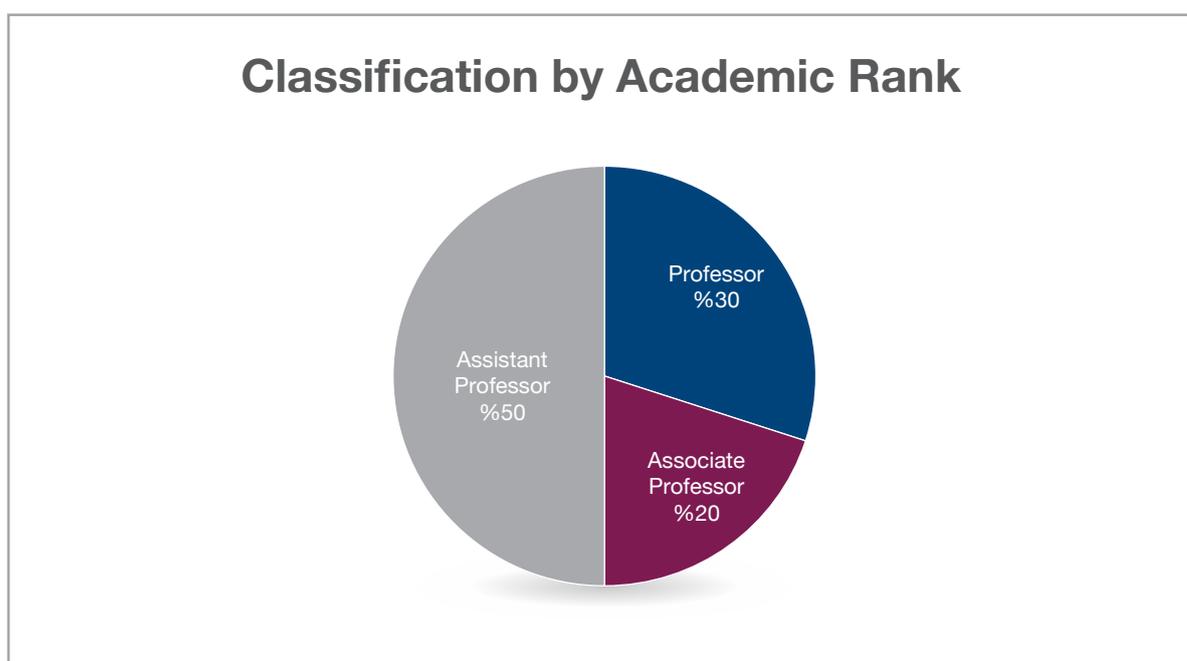
## ACADEMIC STAFF

Academic staff are classified into the below 3 categories:

- Professor
- Associate Professor
- Assistant Professor

Full-time Academic Staff Listing 2017	
Name	Academic Rank
Prof. Raed Abdellateif Al Awamleh	Professor
Prof. Rhys Rowland Jones	Professor
Prof. Djamel Eddine Laouisset	Professor
Dr. Mohammed Habibur Rahman	Associate Professor
Dr. Scott William Fargher	Associate Professor
Dr. Racquel Warner	Assistant Professor
Dr. Mona Mostafa Ahmed Elsholkamy	Assistant Professor
Dr. Yasser Mohammed Saleh Alsaleh	Assistant Professor
Dr. Guy Jonathan Sands Burton	Assistant Professor
Dr. Immanuel Azaad Moonesar	Assistant Professor

Classification by Academic Rank			
Professor	Associate Professor	Assistant Professor	Total
3	2	5	10



*Fig 3.2.1: Academic Staff by Rank*

Academic Staff Classification by Gender		
Gender	No.	Percentage
Male	8	%80
Female	2	%20
Total	10	%100

### Academic Staff by Gender

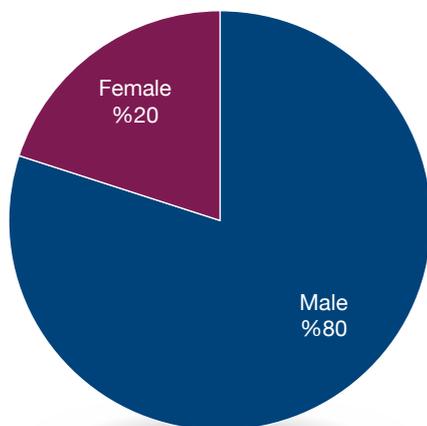


Fig 3.2.2: Academic Staff by Gender

Academic Staff (Full-time) Classification by Nationality	
Nationality	Total
Jordan	1
United Kingdom	2
Bangladesh	1
New Zealand	1
Jamaica	1
Egypt	1
Trinidad & Tobago	1
Saudi Arabia	1
Canada	1
<b>Total</b>	<b>10</b>

## ADMINISTRATIVE STAFF

During 2017, 53 full-time administrative staff from representing 18 countries worked at MBRSG. UAE nationals constituted 30% 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	6	4	2	%67	%33
Deans Office	2	0	2	%0	%100
Business Development	2	0	2	%0	%100
Corporate Communications	7	3	4	%43	%57
Corporate Support Services	20	16	4	%80	%20
Executive Education	5	1	4	%20	%80
Institutional Effectiveness	4	1	3	%25	%75
Research	6	2	4	%33	%67
<b>Total</b>	<b>53</b>	<b>26</b>	<b>27</b>	<b>%49</b>	<b>%51</b>

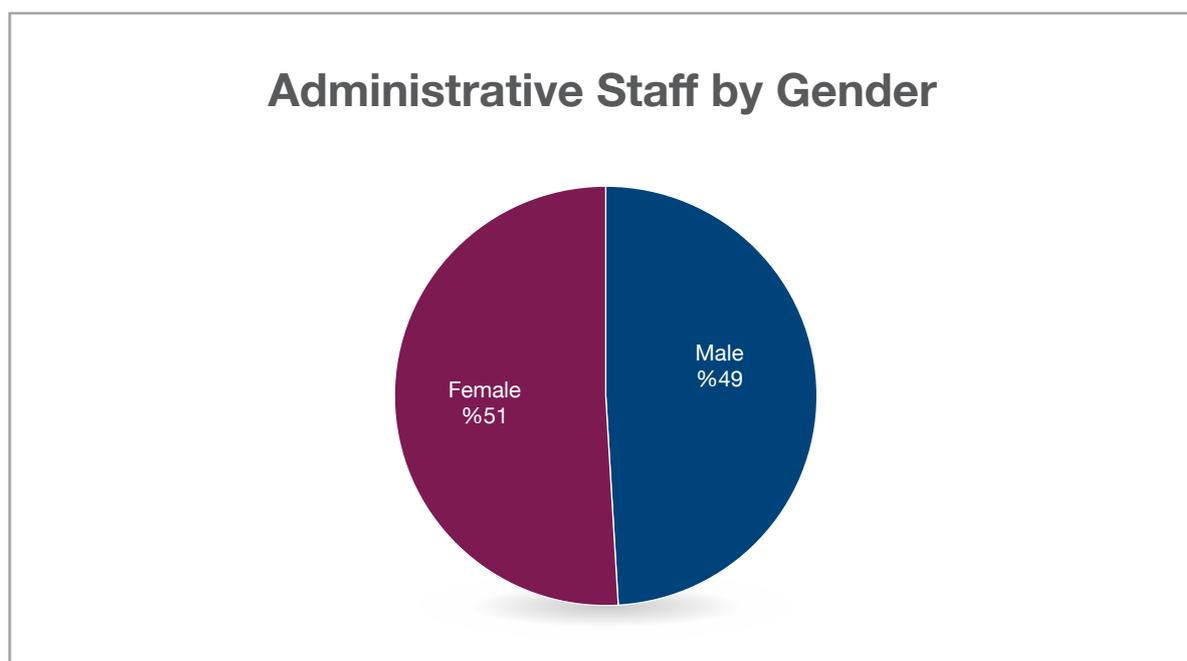


Fig3.3.1: Gender Distribution – Administrative Staff

Full-time Administrative staff by Gender and Nationality			
Nationality	Male	Female	Total
Australia	1	0	1
Bangladesh	1	0	1
Comoros	0	1	1
Egypt	0	2	2
India	2	1	3
Jordan	2	2	4
Lebanon	0	1	1
Nepal	5	0	5
Oman	1	0	1
Pakistan	5	2	7
Palestine	0	1	1
Philippines	2	0	2
Sudan	0	2	2
Syria	1	1	2
Tunisia	1	0	1
United Arab Emirates	5	11	16
United States	0	1	1
Yemen	0	2	2
<b>Total</b>	<b>26</b>	<b>27</b>	<b>53</b>

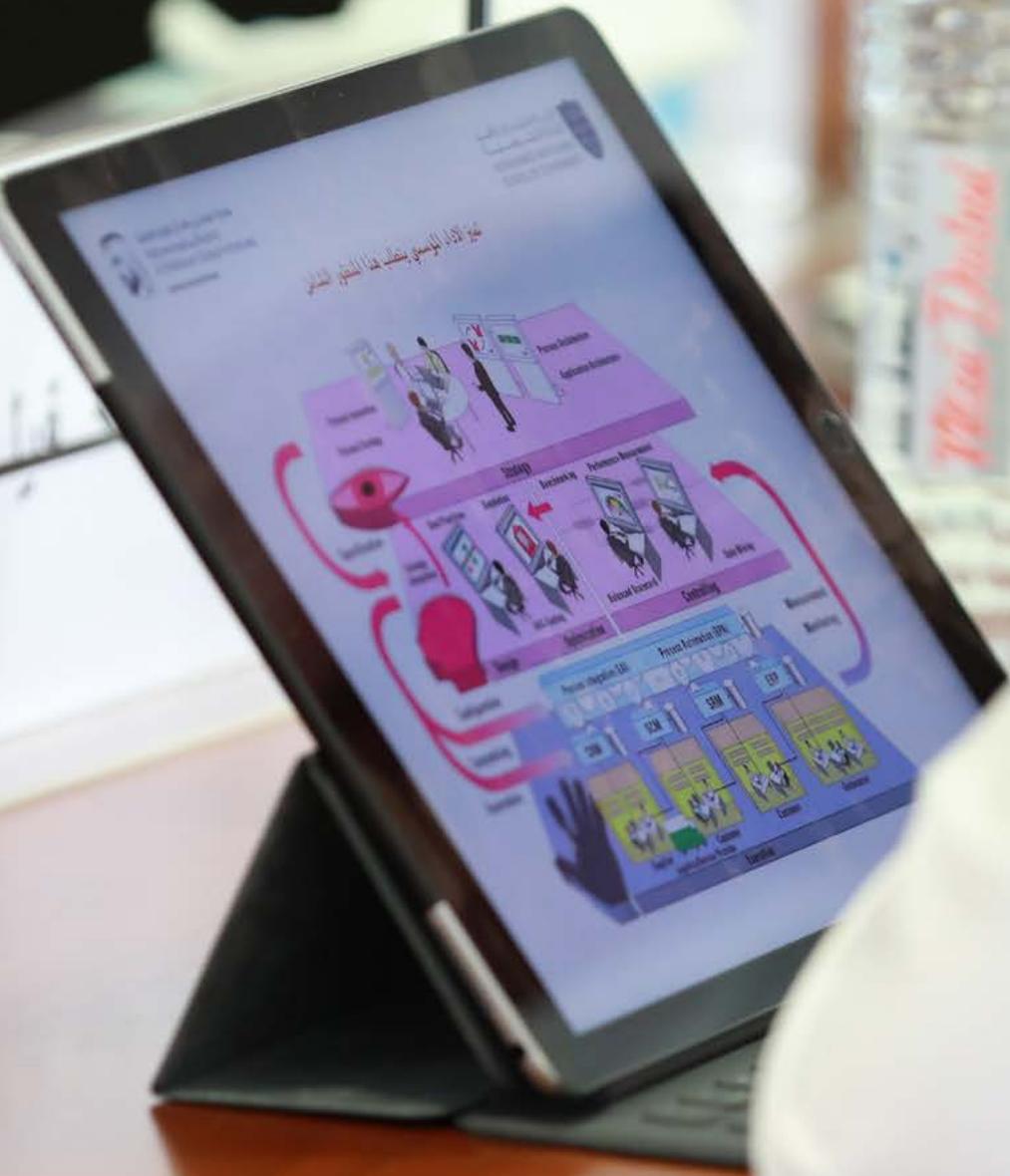
## PROFESSIONAL DEVELOPMENT

MBRSG invests in its human resources, and both administrative and academic staff members are provided with opportunities to undertake professional development activities to develop their skills and enhance their competencies. Majority of its employees attended training sessions and/or conferences in the UAE and abroad in 2017 in order to enhance the skills needed for their current positions and to be able to assume new responsibilities. In 2017, the average number of training days per employee was 4.17. The below table shows the number of training programs and conferences attended by academic and administrative staff members in 2017:

Type of Program	Academic staff	Administrative staff	Total
Training Programs	7	29	36
Conferences	20	52	72

## EMPLOYMENT DATA SNAPSHOT

	2016	2017
Number of full-time administrative staff	47	53
Number of full-time academic staff	9	10
Number of part-time academic staff	0	6
Total number of full-time staff (administrative & academic)	56	63
Number of training opportunities provided	43	36
Number of new employees hired	15	11
Staff turnover rate	%21	%6



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SECTION 4  
**FACULTY  
RESEARCH**

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## RESEARCH AT MBRSG

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

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

The Faculty and Research Review Committee members for 2017 were as follows:

Prof. Raed Awamleh (Chair)	Dean
Dr. Racquel Warner (Member)	Acting Director of Academic Affairs
Fadi Salem (Member)	Director of Research & Advisory
Dr. Mona Mostafa Elsholkamy (Member)	Assistant Professor
Tara Fischbach (Member)	Associate Researcher
Amal Anwar Elsisy (Member & Secretary)	Research Officer

## RESEARCH OUTPUT SNAPSHOT

The table below provides the research output of the School for the past 3 years:

Description	2017	2016	2015
Policy Briefs	3	1	6
Opinion Editorial	1	1	5
Conference contribution	14	13	8

Research in International Journals	0	1	1
Commissioned Research	0	1	1
Books/Chapters	1 book (edited) 15 book chapters	1	1
Seminars/Workshops	15	12	3
Case Studies (co-authored & edited)	0	4	4
Local Research Reports	6	3	2
Blog Posts	1	3	4

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## RESEARCH SEMINARS

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The table below provides the list of research seminars conducted during 2017

Seminar Topic	Presenter	Date
Providing Equal Opportunities for Youth in the Western Region	Sarah Shaer	10 Jan 2017
International human resource management in the Arab Gulf States – an institutional perspective	Dr Washika Haak-Saheem	24 Jan 2017
Arab Social Media Report	Fadi Salem	7 Feb 2017
Reflections on Presidential Leadership in North and South America: Insights for the Future	Dr Guy Burton	21 Feb 2017
Media Arts in the Digital Age: Shooting in the Classroom	Dr Maher Bahloul	21 Mar 2017
Literature and Leadership	Dr Rita Risser	18 Apr 2017
Understanding How the Future Unfolds: Using DRIVE to Harness the Power of Today's Megatrends	Dr Mark Esposito	25 Apr 2017
The Future of E-assessment in Higher Education: Students Perception	Dr Racquel Warner	09 May 2017

Seminar Topic	Presenter	Date
Major Characteristics and Challenges of Teaching and Learning in Contemporary Higher Education	Professor Ali Shehadeh	14 May 2017
PPPs in the UAE: The State of Play Today	Dr Guy Burton	19 Sep 2017
Leveraging the Power of Education Data in the Gulf: Insights from the UK Experience	Ben Durbin	03 Oct 2017
New Public Management in Dubai Government	Dr Bouchra Fninou	24 Oct 2017
Arab World Online 2017	Fadi Salem	22 Nov 2017
On Happy Societies	Professor W. Julian Korab-Karpowicz	05 Dec 2017

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## CONFERENCE ATTENDANCE

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Conference	Participant	Date
Social Media in Crisis Management	Fadi Salem (speaker)	8 Mar 2017
Conference on Quality Management & Enhancement in Higher Education 2017 (Oman)	Prof. Raed Awamleh (keynote speaker)	21 Mar 2017
Dubai Government Innovation conference	Fadi Salem (speaker)	Apr 2017
Dubai Government Innovation conference	Prof. Raed Awamleh (speaker)	Apr 2017
RAS conference	Fadi Salem (speaker)	May 2017
WEF Young Arab Leaders	Fadi Salem (speaker)	Sep 2017
Harvard/NoC Artificial Intelligence Conference	Fadi Salem (speaker)	Nov 2017
Higher Education MENA conference	Prof. Raed Awamleh (speaker)	Nov 2017
2017 Global Innovation Summit (Malaysia)	Tara Fischbach (speaker), Mona Elsholkamy(speaker)	Nov 2017

## RESEARCH PUBLICATIONS

Title	Author	Type	Date
Actions and Insights - Middle East North Africa: Public Policy Perspectives, 6th Volume, (1st edn).	MBRSG Research & Faculty Team	Book (edited)	Jul 2017
His Highness Sheikh Mohammed bin Rashid Al Maktoum: A Vision of Tomorrow (2). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Melodena Balakrishnan, Dr. Ali Sebaa Al Marri	Book Chapter	Jul 2017
Dubai Electricity & Water Authority (DEWA) - Strategic Thinking & Planning (3). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Immanuel Moonesar	Book Chapter	Jul 2017
Perspective: Country Reputation (4). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Melodena Balakrishnan	Book Chapter	Jul 2017
Building a Smart City: Overcoming The Challenges of Digital Transformation – The Case of “Smart Dubai” (5). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Fadi Salem	Book Chapter	Jul 2017
Emirates Group: Spearheading the Dubai Aviation Model (6). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Melodena Balakrishnan, Dr. Immanuel Moonesar	Book Chapter	Jul 2017
Dubai Electricity & Water Authority (DEWA)- Mohammed Bin Rashid Solar Park (8). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Immanuel Moonesar	Book Chapter	Jul 2017

Title	Author	Type	Date
Perspective: Beyond Celestial Horizons – The case for Space in the UAE (9). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Scott Fargher, Prof. Rhys Rowland-Jones, Faisal Alkhatib	Book Chapter	Jul 2017
Perspective: United Arab Emirates Health Policy and Social Welfare Policy (10). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Immanuel Moonesar	Book Chapter	Jul 2017
Dubai Electricity & Water Authority (DEWA)- Sustainability Development In Dubai (11). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Immanuel Moonesar	Book Chapter	Jul 2017
Knowledge Sharing Between Mohammed Bin Rashid Foundation & The United Nations Development Program (12). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	M. Alattar, Dr. Immanuel Moonesar	Book Chapter	Jul 2017
Knowledge and Human Development Authority (KHDA) - Sustainable Impact of KHDA on The Education Landscape in Dubai (14). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Racquel Warner, Dr. Immanuel Moonesar	Book Chapter	Jul 2017
Inspiring Science and Research Careers: Outreach at the Masdar Institute (15) In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Megan Mathias	Book Chapter	Jul 2017
Perspective: The Dubai SME – Challenges for the MENA Region (16). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Prof. Rhys Rowland-Jones	Book Chapter	Jul 2017
UAE Family Businesses (17). In Actions and Insights - In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Guy Burton, Dr. Immanuel Moonesar	Book Chapter	Jul 2017
Perspective: Adapting to the VAT in the UAE (19). In Actions and Insights - Middle East North Africa: UAE Public Policy Perspectives, Volume 1) ,6st edn).	Dr. Scott Fargher	Book Chapter	Jul 2017

Title	Author	Type	Date
Improving Assessment in Dubai's Education System	Dr. Guy Burton	Policy Brief	Oct 2017
UAE Sovereign Wealth Funds as Enablers of the Global Factory	Dr Immanuel Moonesar, Dr Melodena Balakrishnan	Policy Brief	Nov 2017
Making the Case for a PPP Unit in Dubai	Dr. Guy Burton	Policy Brief	Dec 2017
Cybercrime and the Digital Economy in the GCC Countries	J. Hakmeh, Fadi Salem, Tara Fischbach	Proceedings Report	Mar 2017
UAE Public Policy Forum 2017	Lama Zakzak, Tara Fischbach, Sarah Shaer	Proceedings Report	Apr 2017
Arab Social Media Report 2017	Fadi Salem	Research Report	Feb 2017
A Fertile OASIS: The current state of Education in the UAE	Dr. Guy Burton, Dr. Racquel Warner	Research Report	Mar 2017
Paying for Education in Dubai: Is it really worth it	Mona El-Sholkamy, Yasser Al-Saleh	Research Report	Mar 2017
The Arab World Online 2017: Digital Transformations and Societal Trends in the Age of the 4th Industrial Revolution	Fadi Salem	Research Report	Oct 2017
Open Source Leadership 2017	Dr. Immanuel Moonesar	Research Report	Dec 2017
The UAE and the Future of Work	Mark Esposito, Mona Elsholkamy, Tara Fischbach	Working Paper	Nov 2017



برنامج  
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SECTION 5  
**EXECUTIVE  
EDUCATION**

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## 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 2017, MBRSG offered a total of 22 executive education programs. 38 trainers contributed to delivering the executive education programs. During 2017, 132 employed at various government entities graduated from the various executive education leadership programs.

## CUSTOMIZED PROGRAMS

MBRSG's customized executive education programs are designed to help institutions realize their full potential by introducing integrated, customized, capacity building solutions. Each customized program is designed as a collaborative effort bringing together MBRSG faculty and staff with representatives from client institutions. During 2017, 11 customized programs with a total of 42 modules were delivered to 11 entities. A total of 853 participants attended the customized programs.

List of Customized Programs offered in 2017

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1	Dubai Municipality (Future Leaders)	7	20	230
2	Ministry of Climate Change and Environment (Inspiring Leaders)	3	9	35
3	Public Prosecution (Leaders Program)	2	6	27
4	The Supreme Legislation Committee (Legislative Work in the Emirate of Dubai)	2	5	76
5	Dubai Civil Aviation Authority (Falcon Aviation)	4	12	45

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
6	ELM.KSA (Leadership Program )	9	25	134
7	Islamic Affairs & Charitable Activities Department (Professional Diploma in Customer Happiness )	4	11	72
8	Dubai Health Authority (Health Pioneer)	1	11	94
9	Ministry of Finance Kuwait (Arab Leadership & Excellence Government )	5	5	73
10	Department of Urban Planning and Municipalities (Strategic Leadership)	1	2	12
11	Department of Family Development Center (Professional Leadership Diploma )	4	11	55
	<b>Total</b>	<b>42</b>	<b>117</b>	<b>853</b>

## 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 2017, 11 open enrollment programs were delivered and a total of 493 participants attended.

List of Open Enrollment Programs offered in 2017

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
1	Positive Power	1	2	12
2	Dubai Data Course - Group A	4	4	34
3	Dubai Data Course - Group B	4	4	28
4	Future Trip Program	10	15	212
5	One Day MPA	1	1	13

#	Program Name / Module	No. of Modules Delivered	No. of Days Delivered	No. of Participants
6	Arab Leadership & Government Excellence Program	4	5	65
7	Dubai Data Course C	4	4	22
8	Measurement of Public Services	2	2	15
9	Professional Diploma in Research Skills	4	10	13
10	Dubai Data Course - Group D	4	4	27
11	Organizational Excellence - Arado	4	4	52
<b>Total</b>		<b>42</b>	<b>55</b>	<b>493</b>

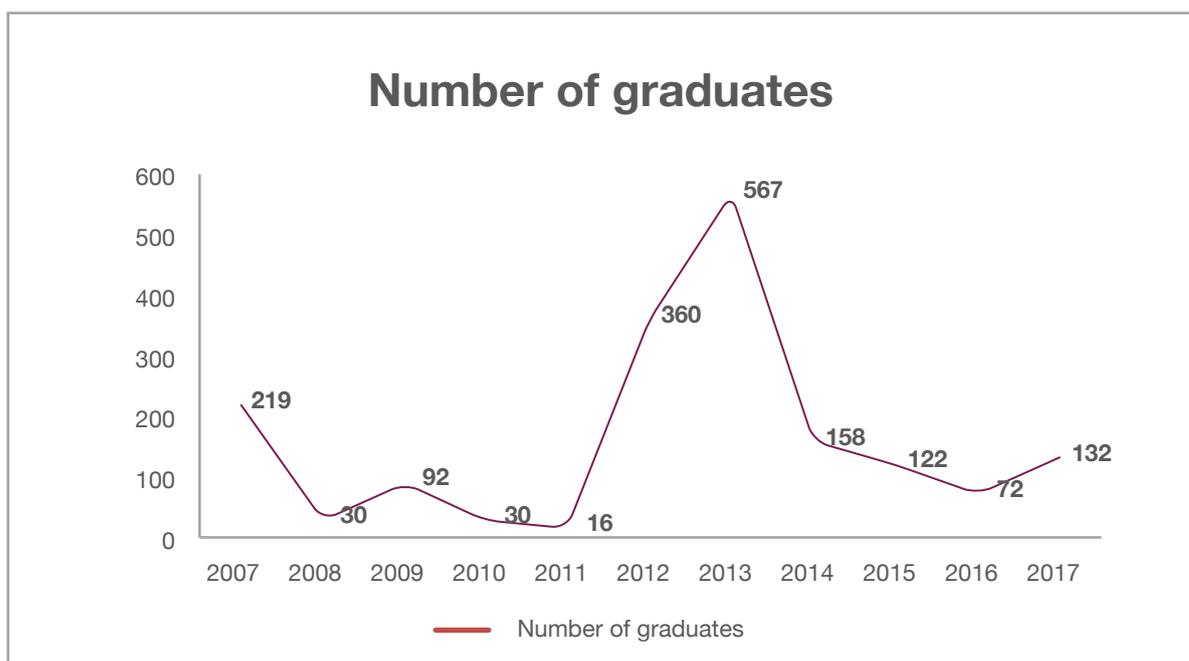
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## GRADUATES FROM LEADERSHIP PROGRAM

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Till date, a total of 1798 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	Total
Number of graduates	219	30	92	30	16	360	567	158	122	72	132	1798



## EXECUTIVE EDUCATION DATA SNAPSHOT

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





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SECTION 6  
**ACADEMIC SUPPORT  
SERVICES**

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## LIBRARY

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

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

## INFORMATION TECHNOLOGY SERVICES

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

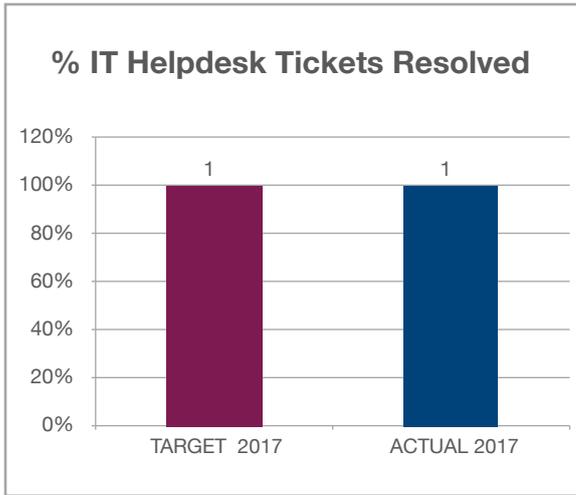


Fig6.2.1: IT Helpdesk ticket summary

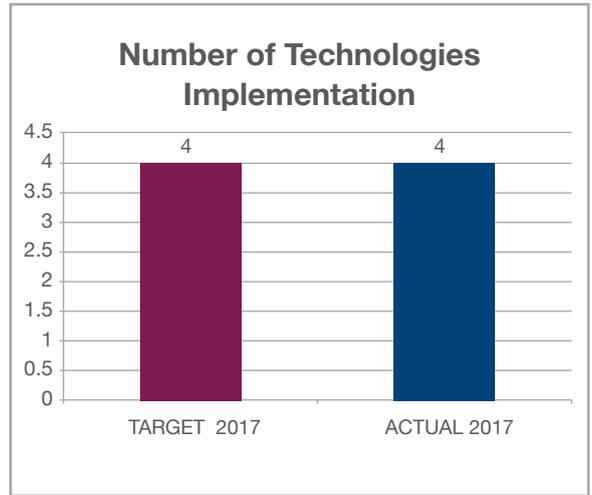


Fig6.2.2: Technology Initiatives

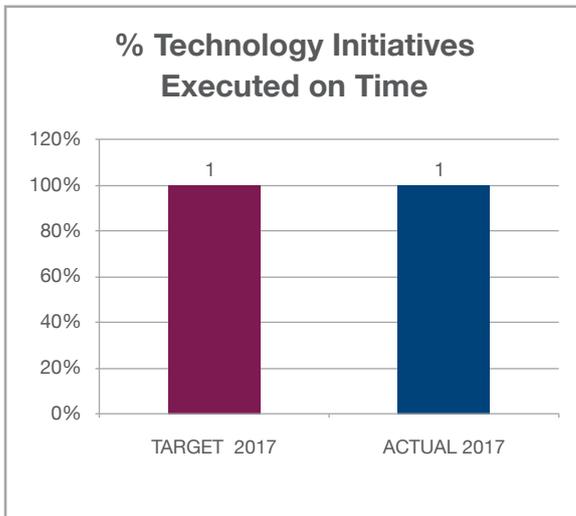


Fig6.2.3: Technology Implementation

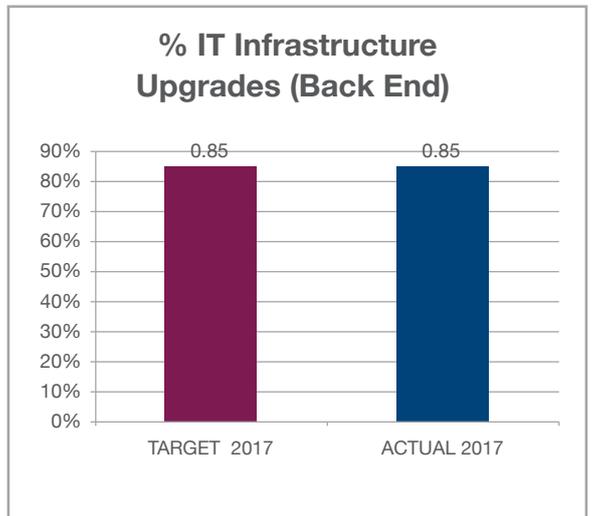


Fig6.2.4: Infrastructure Upgrades (back end)

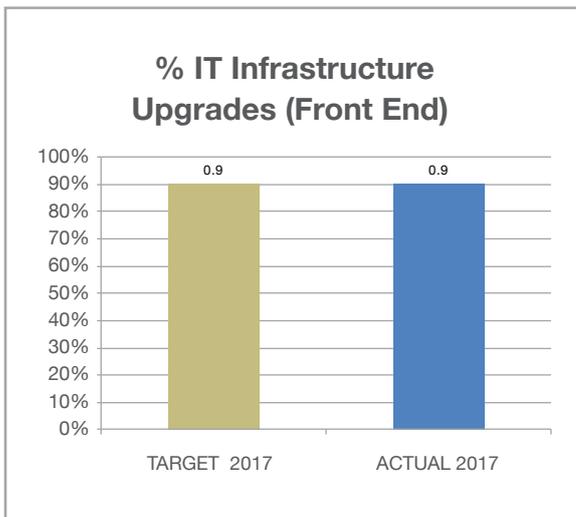


Fig6.2.5: Infrastructure Upgrades (front end)

ما هو التصور لمستقبل التعليم في الإمارات عام 2030؟

- 1- قطاع التعليم: رؤية من أجل الإمارات في العتمة
- 2- مستقبل قطاع التعليم في الإمارات
- 3- استراتيجيات تطوير مهارات التعليم



ملتقى الإمارات للسياسات العامة  
UAE Public Policy Forum





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SECTION 7  
**EXTERNAL  
ENGAGEMENT**

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## AGREEMENTS AND MOU

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

#	Entity name
1	Dubai Customs
2	Dubai Government Human Resources Department
3	Roads and Transport Authority
4	Dubai Health Authority
5	Department of Economic Development
6	The Supreme Legislation Committee
7	Smart Dubai Office
8	Dubai Forum for Government Best Practices
9	Community Development Authority
10	Smart Dubai Government
11	Prime Minister's Office
12	Family Development Centre
13	Ministry of Public Sector Development and Institute of Public Administration
14	King Abdullah II Center For Excellence
15	Dubai South
16	CISCO
17	ELM
18	Academy of Public Administration under the President of the Republic of Kazakhstan
19	Gems Education
20	Arab Organization for Administrative Development
21	United Nations Development Programme
22	Federal Competitiveness and Statistics Authority
23	Ministry of Foreign Affairs and International Cooperation
24	Expo Office
25	General Directorate of Residency and Foreigners Affairs Dubai
26	International Institute for Tolerance

## LIST OF PUBLIC EVENTS

In the year 2017, MBRSG hosted 20 public events, including 11 seminars, 2 workshops, 3 report launches and 3 forums. The total number of attendees for the events stood at 1693, and the UAE Public Policy Forum held in March 2017 had the highest turnout of 925 attendees.

Month	Event	Type of Event
January	Providing Equal Opportunities for Youth in the Western Region	Seminar
	International human resource management in the Arab Gulf States -an institutional perspective	Seminar
February	Research Seminar- the Arab Social Media Report	Seminar
	Presidential Leadership in the Americas	Seminar
March	UAE Public Policy Forum	Forum
	Media Arts in the Digital Age	Seminar
	Cybercrime Legislation and the Digital Economy in the GCC Regional Workshop	Forum
April	Youth Circle	Workshop
	Literature and Leadership	Workshop
	Understanding How the Future Unfolds: Using DRIVE to Harness the Power of Today's Megatrends	Seminar
May	Knowledge Harvest – Intellectual Property	Seminar
	The Future of E-assessment in Higher Education: Students Perception	Seminar
	Major Characteristics and Challenges of Teaching and Learning in Contemporary Higher Education	Seminar
	Government Consultancy Forum	Forum
October	MBRSG Graduation Ceremony 2017	Public Event
	Launching the Arab World Online Report	Report Launch
	Leveraging the Power of Education Data in the Gulf: Insights from the UK Experience	Seminar
	New Public Management in Dubai Government	Seminar
November	The Future of Work in the UAE	Report Launch
December	Open Source Leadership 2017 Report of the United Arab Emirates	Report Launch







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

### IE Department

In accordance with the CAA requirements, the IE Department collects and reports institution-wide data. The IE department is pleased to present this factbook which contains data for the period 1st January 2017 to December 2017.

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