



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



Annual Report 2015

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MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT

Annual Report

2015

Empowering Leaders, Shaping the Future.

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About MBRSG

Launched in 2005 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'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.



His Highness Sheikh Mohammed bin Rashid Al Maktoum Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai

Board of Trustees



HE Humaid Mohammed Al Qatami, (Chairman)

Chairman of the Board and Director General of the Dubai Health Authority



HE Ahmed Abdalla Bin Byat, (Vice-Chairman)

Vice Chairman and Managing Director of Dubai Holding



HE Abdullah Abdulrahman Al Shaibani

Secretary General of the Executive Council of Dubai



HE Taresh Eid Al Mansouri

Managing Director of Dubai Courts



HE Dr. Abdulrahman Al Awar

Director General at the Federal Authority for 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



HE Abdulla bin Touq

Director General of the Executive Office of H.H. Sheikh Mohammed bin Rashid Al Maktoum



HE Amal Mohammed bin Adi

Director General of Dubai Government Human Resources

Foward



In 2015, MBRSG emphasized its continuous commitment, since it was established in 2005, to hone leadership skills and to successfully develop government cadres in the UAE and Arab countries in general. The exemplary leaders graduated from MBRSG, and started to play their role in bringing about change, development, and guiding our country towards leading the way in different fields, are the best testimony to the school success in achieving its objectives

One of the most important events in the past year is the presence of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister and ruler of Dubai, to celebrate the 10th anniversary of the School, during which four batches of government leaders graduated. In 2015, the School formed strategic partnerships with a number of local, regional and international entities to train cadres and enhance their effectiveness in realizing the objectives of the entities to which they belong. The large number of researches, studies and reports on policies, advanced the School to the fifth position on the level of Arab countries as a research center, according to the classification of Emirates Center for Research and Strategic Studies. In addition, the School plays a role as a platform for discussing the most critical current issues through holding forums, workshops and other activities.

In the end, we would like to stress the School's continuous commitment to support good governance in Dubai and the UAE, through the development of leadership skills in the field of government operations and the preparation of all human and knowledge resources to effectively contribute in enriching academic governmental education in UAE and the region.

Dr. Ali Sebaa Al-Marri
Executive President



Facts and Figures

Number of students enrolled in the MPA program: 33



Male: 13

Female: 20

 UAE: 30

 Jordan: 2

 Pakistan: 1

 Marocco: 1



Policy briefs: 5



Reports: 11



Opinion Editorials: 6



Case study: 4



Training days: 134



Trainees: 327



Events attendees: 1549



Social Media Followers: 33660



Website visits: 84700

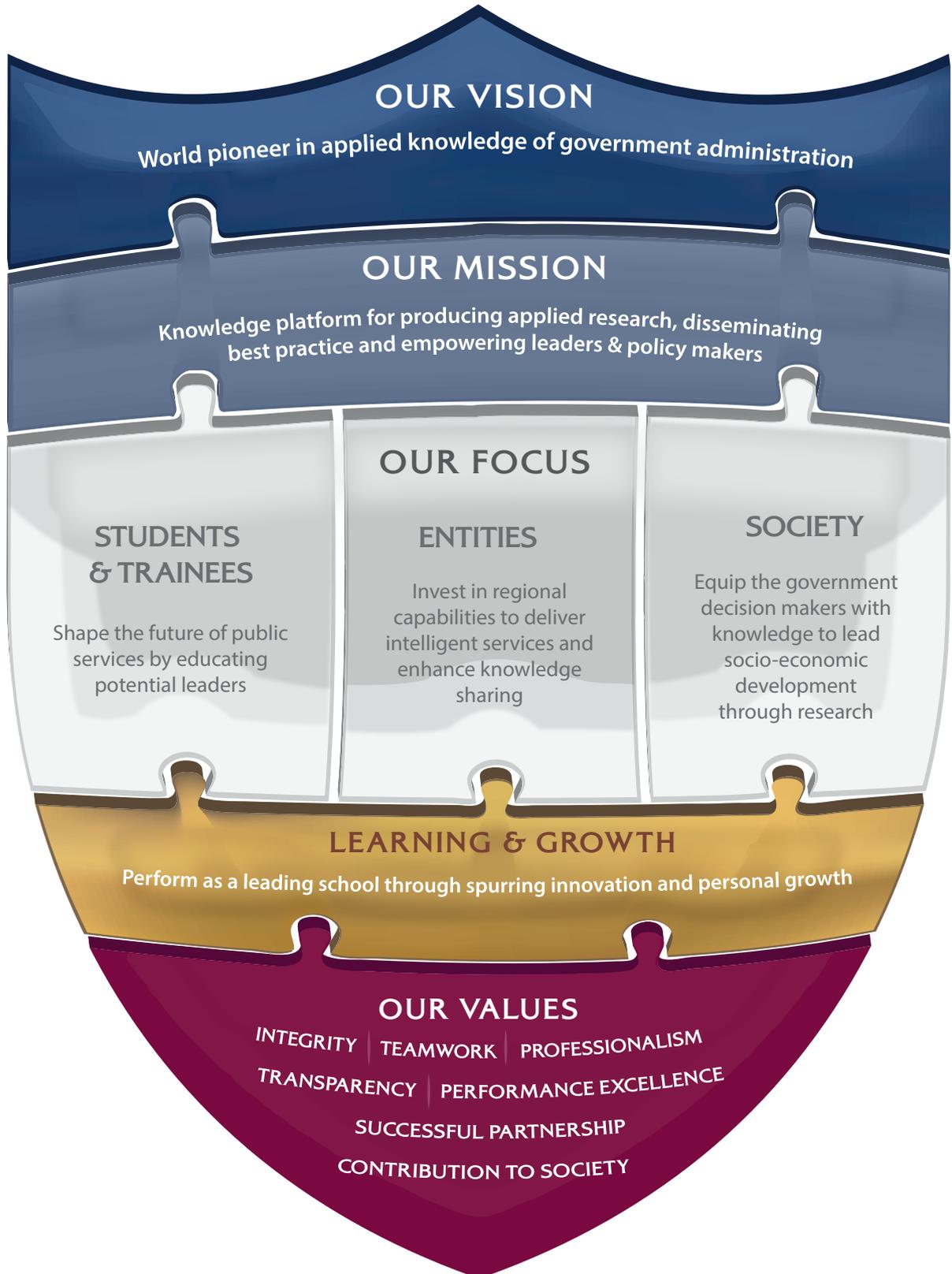


Events: 78



Satisfaction rate: 83%

School Strategy



Strategic Planning and Institutional Effectiveness

Key achievements of Strategic Planning and Institutional Effectiveness Department:

- Updated strategic map
- Developed strategic KPIs and review directorates and departments' KPIs.
- Reviewed Institutional values
- Implemented Snapsurvey program. Collect and measure students' satisfaction questionnaires.
- Activated the role of Strategy Management Committee and review KPIs.
- Developed 16 balanced scorecards for higher education KPIs.
- Collected and enter CHEDS data pertaining to higher education statistics.
- Finalized the preparation and update of all School committees documenting their tasks and responsibilities.
- Developed a ISO 9001:2008 implementation plan.
- Developed, review and document internal policy.
- Developed TAG KPIs for the School Board of Trustees.
- Reviewed MA calendar for academic years 2016/2017/2018.
- Review of the professors/students files.
- Reviewed and approved changes in the school's organizational structure.
- Renewed the School membership with Dubai Quality Group



Executive Education

Key achievements in the Executive Education department:

Customized Programs: Training agreements signed in 2015

- MBRSG signed a partnership agreement with the Office of HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Chairman of the Executive Council of the Emirate of Dubai to develop a customized leadership program for the Crown Prince Office employees.
- MBRSG concluded an agreement with the Ministry of Environment and Water by which the school implements The “Inspiring Leaders” educational program for the Ministry’s senior leadership.
- MBRSG signed a training agreement with Dubai Culture & Arts Authority by which the School implements two programs for the first and second tiers leaders aiming at refining and developing the skills of the Authority’s employees to the highest standards.



الإمارات العربية المتحدة
وزارة التغير المناخي
والبيئة



Customized Programs Enrolled in 2015

Name of Government Entity	Program	Language	Year	Status	# Participants	# Topics	Privileges of other programs	# Training Days
Dubai Culture & Arts Authority	Decision Makers –First Tier	Arabic	2014 - 2015	Completed	31	1		2
Dubai Culture & Arts Authority	Decision Makers –Second Tier	Arabic	2014 - 2015	Completed	21	1		2
Central Directorate for Human Resource Development of the Government of Ajman	Ajman Leaders Program - Young Leaders – First Group	Arabic	2014 - 2015	Completed	15	5	Evaluation and field visits within the UAE – Discussing the monthly book and a success and excellence story Evaluation and field visits in the UAE – Discussing the monthly book and a success and excellence story	15
Central Directorate for Human Resource Development of the Government of Ajman	Ajman Leaders Program - Young Leaders – Second Group	Arabic	2014 - 2015	Completed	12	8	Evaluation and field visits in the UAE – Discussing the monthly book and a success and excellence story	22
Central Directorate for Human Resource Development of the Government of Ajman	Ajman Leaders Program - Young Leaders – First and Second Groups (Field visits and applied project)	Arabic	2015	Completed	27	0		12
Dubai Municipality	Leaders of Tomorrow	Arabic	2014 - 2015	Completed	24	5	Evaluation and discussing the monthly book. Field visits in the UAE and a success and excellence story	14
Ministry of Environment and Water	Inspired Leadership	Arabic	2015 - 2017	Ongoing	18	4	Orientation Day Evaluation and success stories	11

MBRSG	Knowledge Management	Arabic	2015	Completed	14	3		7
Dubai Culture & Arts Authority	Decision Makers –First Tier	Arabic	2015 - 2016	Ongoing	30	3	Success stories	8
Dubai Culture & Arts Authority	Decision Makers –Second Tier	Arabic	2015 - 2016	Ongoing	20	1	Success stories	3
Office of HH Crown Prince of Dubai	Leaders Program (First Group)	Arabic	2015 - 2016	Ongoing	23	1	Orientation Day Evaluation and success stories	6
Office of HH Crown Prince of Dubai	Leaders Program (Second Group)	Arabic	2015 - 2016	Ongoing	23	0	Orientation Day Evaluation and success stories	2
Department of Islamic and Charitable Affairs	Leaders (Second Tier)	Arabic	2015 - 2016	Ongoing	19	2	Orientation Day	6
Total					252	35		112

Field Visits

- Organized field visits to the Knowledge and Human Development Authority in Dubai for those enrolled in “Leaders of Tomorrow program” (Dubai Municipality). It also organized another field visit to Masdar City in Abu Dhabi.
- Organized a field visit to the Knowledge and Human Development Authority in Dubai for those enrolled in Ajman Leader program (Young Leaders) in order to exchange experience and knowledge for the implementation of the best scientific practices in the art of youth leadership. Another field trip was organized to the Dubai model to see the leading role performed by the government entities to reach leadership excellence.
- MBRSG organized a field trip abroad to Singapore and Malaysia for those enrolled in Ajman Leader program, during which they saw the most prominent programs and projects in application.

Success Stories

- HE Minister of Environment and Water, Dr. Rashid bin Fahd, attended the last day of the training course in strategic planning of Inspired Leaders program.
- Hosted HE Sami Abdullah Gargash, CEO of Mohammed bin Rashid Housing, as part of the ‘Success Stories’ of participants in Leaders of Tomorrow, Decision Makers and Inspired Leaders programs

Open Enrollment Programs Delivered in 2015

Name of Program	Lecturer	Program Dates	Program Duration	Language	No. of Attendees
Smart Government .. Smart Services	Dr. Wafaa Abu Sneina	22 – 23 March	2 days	English/Arabic	19
Arab leadership and government excellence program	High profile lecturers	8 – 9 November 2015	2 weeks	Arabic	23
Open data	Dr. Yassar Jarar and Ibrahim Al Badawi	13 -14 December 2015	2 days	Arabic	33

Assessment Center: Assessments completed in 2015

- Conducted XT and 360 assessments for those enrolled in the Inspired Leaders Program, Ministry of Environment & Water, and for the Ajman Leaders Program – Young Leaders, First and Second Batches as well as the Office of HH Crown Prince of Dubai, First and Second Batches.
- Coordinated feedback meetings of those enrolled from the Ministry of Environment and Water, Ajman Leaders Program, Young Leaders, First and Second Batches, and the Office of HH Crown Prince of Dubai, First and Second Batches.



Academic Affairs

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Key Achievements of the Academic Affairs Department:

MPA Program

Class	Start Date	No. of New Students	Type of Study	Nationality		Gender	
				Citizen	Non-Citizen	Male	Female
First	07.01.2015	12	Part-time	11	Moroccan 1	5	7
Second	10.05.2015	7	Part-time	5	Jordanian 1 Pakistani 1	5	2
Third	06.09.2015	14	Part-time	14	0	3	11
Total number of enrolled students to date		33	Part-time	30	3	13	20



Activities of The Academic Affairs Department:

The faculty staff participated in conferences abroad, in addition to press interviews concerning developments on the academic level within the UAE and abroad.

The Academic curriculum 2016/2017 was published

Academic Affairs are currently working on developing new master degrees to be accredited by the Ministry of Higher Education during the next period, which are:

- ◆ Post Graduate Diploma in Innovation Management
- ◆ Post Graduate Diploma in Public Administration
- ◆ Post Graduate Diploma in Public Policy
- ◆ Masters in Innovation Management
- ◆ Executive Masters in Public Administration (Arabic and English)
- ◆ Master in Public Policy with specializations in:
 - » Education Policy
 - » Health Policy
 - » Sustainable Development
 - » Social Policy
 - » Science and Technology Policy



Research Contributions of Faculty Members

Place of Publishing/ Conference Venue	Co-authors	Title of Publication	Type
Dr. Mohammad Habibur Rahman			
The University Press Limited, Dhaka.		“How many ways will it be tried out? Continuity and change in upazila parishad in Bangladesh” in Ahmed, N. (ed) <i>40 Years of Public Administration and Governance in Bangladesh</i>	Book Chapter
Canadian Centre of Science and Education, Toronto.	Islam, M. Z., Hasan, I.	“Factors Affecting Knowledge Transfer in Public Organization Employees”, <i>Asian Social Science</i> , 11:4, 223-233.	Journal article
Paper accepted for presentation at: 3rd International Conference on Management, Leadership and Governance – ICMLG 2015 Co-hosted by Massey University and Auckland University of Technology (AUT) Auckland, New Zealand To be held on: 12-13 February 2015.	Said, W. Y.	“Public Sector Performance and Leadership in the United Arab Emirates”	Conference Paper
Accepted for publication in <i>Asian Profile</i> (Richmond, Canada)		“Management of urban service delivery: a comparative study of select cities in Canada and Brunei”	Academic Journal
<i>Public Organization Review</i> , Vol. 15, No. 2, pp.317-333		“The role of social accountability in poverty alleviation programs in developing countries: an analysis with reference to Bangladesh”	Academic Journal

Research and Advisory

Research Department achievements:

MBRSG Academic Research Activities & Publications Completed January – December 2015		MBRSG Research Initiatives									Total	
		Gender and Public Policy	Governance and Innovation	Public Management	Youth Inclusion	Sustainable Development	Health Policy	Leadership and Public Management	Social Policy	Educational Policy		Innovation and Future Governance
1	Policy briefs	2	1				3					6
2	Opinion Editorial	1	1			1	1		1			5
3	Conference Proceedings	1	2						1		1	5
4	Research in International Journals	1										1
5	Commissioned research									1		1
6	Books/Chapters	1										1
7	Seminars/Workshops									1	2	3
8	Conferences (both Local and/or International)	2						1				3
9	Case studies (co-authored & edited)					1	1	2				4
10	Knowledge Partnership Conference & Forums	1	1		1				1			4
11	Local Research Reports									2		2
12	Blog Posts								1	2	1	4
13	Any other research outcomes e.g. research proposals; invited conferences							5		1		6
Total		9	5		1	2	5	8	4	7	4	45

NOTE: for the Knowledge management forum; this was all the researchers involved in the Government Summit Smart Policy Forum.

Details of Research Department output:

Place of Publishing	Date of Publishing	Title	Type	Initiative
MBRSG	2/3/2015	Proceedings for Dubai Smart City Forum	Proceedings Document	GIP
The National	12 January 2015	The UAE needs to focus on core school subjects	Opinion Editorial	YIP
The National	2/10/2015	Op-ed on Smart Cities	Opinion Editorial	GIP
TBD	1/29/2015	Women's Leadership Development Programs Lessons Learned And New Frontiers Journal Paper GPPP	Journal	GPPP
MBRSG	1/15/2015	Book Chapters Arab Families Critical Reviews	Book Chapter	GPPP
MBRSG	1/15/2015	Research Challenges in the UAE	Research Project	GPPP
MBRSG	1/31/2015	Policy Council Narrating the UAE Research Challenges Opportunities and the Way Forward	Policy Council/Brief	GPPP
MBRSG	28/2/2015	Archiving Publications	Research Publication Report	GPPP
MBRSG	2/26/2015	Policy Workshop with UAE Federal and Local Policy Makers regarding STEM education policies- In AD (delays from EF	Workshop	YIP
MBRSG & PMO	2/08/2015	Government Summit 2015 Round Table: Smart Policies	Round Table	YIP/GPPP/GIP
MBRSG	2/22/2015	Smart Policies Roundtable Proceedings	Proceedings Document	YIP/GPPP/GIP
MBRSG	1/4/2015	Working paper on UAE Brainstorming	Working Paper	GIP
MBRSG	21/5/2015	Smart Cities Working Paper	Working Paper	GIP
MBRSG	26/4/2015	AXA (innovation) proposal	Proposal	GIP
MBRSG	4/5/2015	Policy Council Narrating the UAE Research Challenges Opportunities and the Way Forward	Policy Council ((workshop	GPPP
TEC	21/5/2015	Policy Roundtable with TEC	Policy Roundtable	GPPP
Emerald Publishing	2/5/2015	Perspectives on Maternal & Child Health in the UAE	Book Chapter	GPPP
MBRSG & PMO	4/5/2015	UAE Innovation Strategy- Implementation plan	Proposal	GPPP
MBRSG	22/5/2015	Narrating Ourselves Increasing Social Science Research in the UAE	Policy Working Paper	GPPP
MBRSG & Emirates Foundation	4/1/2015	Knowledge Partnership with the Emirates Foundation- on going	Knowledge Partnership	YIP
MBRSG	3/5/2015	UAE National Agenda on World-Class Healthcare in addressing Obesity among the Youth	Policy Brief	YIP

Place of Publishing	Date of Publishing	Title	Type	Initiative
Palgrave Macmillan	24/5/2015	Anti-corruption strategies in the GCC States: Lessons learned and the path forward	Book Chapter	PMP
Palgrave Macmillan	24/5/2015	The Gulf Cooperation Council's public sector executive education: Importance, trends, challenges, and opportunities	Book	PMP
Palgrave Macmillan	24/5/2015	Sustainability in the UAE: The government's vision for the future	Book Chapter	PMP
MBRSG & PMO	22/6/2015	Research Paper: Perspectives on UAE Innovation Strategy for the Government Summit	Proposal	GIP & GPPP
MBRSG & PMO	25/6/2015	Conference: Global Perspectives on Innovation	Proposal	GIP & GPPP & Academic
Emerald Publishing	25/6/2015	General Electric: how GE worked to transform oncology healthcare	Journal Paper (& Case Study)	GPPP
Emerald Publishing	25/6/2015	Research and development in Dubai – Impression et Enregistrement des Résultats (IER): cross-cultural management	Journal Paper (& Case Study)	GPPP
MBRSG	September 2015	Dubai Smart Cities Forum: 7th Session	Proceedings Document	IFG
MBRSG	16/12/2015	MBRSG Blog Post - The Enigmatic Potential of Data Sharing: Why we should be cautiously optimistic	Blog Post	IFG
The National	6/9/2015	Lives of disabled have improved, but there is still a long way to go	Opinion Editorial	SP
MBRSG	6/10/2015	Family caregivers – The unsung heroes of Emirati society	Blog Post	SP
MBRSG	16/11/2015	Getting into private schools: Not so easy for ...children with special educational needs	Blog Post	SP & EP
MBRSG	19/10/2015	Flipping Academics	Blog Post	EP
MBRSG		Noor Dubai Foundation: Initiatives in developing countries	Case Study	HP
MBRSG	December 2015	Special Educational Needs provision in mainstream schools in Dubai	Research Report	SP & EP
MBRSG & Emirates Foundation	October 2015	Persistence in the Abu Dhabi STEM Pipeline	Commissioned Report	EP
MBRSG	December 2015	Policy Development: The Case of WELL-CARE INFOTECH	Case Study	SD
MBRSG	December 2015	Ajman Free Zone Authority: Services	Case Study	LPM
MBRSG	December 2015	Cross-Cultural Management in the Middle East	Case Study	LPM
MBRSG	August 2015	A Conceptual Analysis on the United Arab Emirates Public Health Leadership Theory-Part 1	Policy Brief	HP

Place of Publishing	Date of Publishing	Title	Type	Initiative
MBRSG	August 2015	A Conceptual Analysis on the United Arab Emirates Public Health Leadership Theory-Part 2	Policy Brief	HP
MBRSG	August 2015	UAE National Agenda: Healthcare in addressing Obesity among the Youth	Policy Brief	HP
MBRSG	17/11/2015	Knowledge and Policy Council – 4th Session	Proceedings Document	SP
Khaleej Times	September 2015	The fuel price rise: a case of adaptive leadership	Opinion Editorial	SD
The National	15/8/2015	Health Eating and Active living will tackle obesity	Opinion Editorial	HP
Lancaster University	14-16/12/2015	Public leadership in the United Arab Emirates: Purposes, Practices and Arenas [‘The International Studying Leadership Conference’ (ISLC	Conference Paper	LPM
RTA	23/11/2015	Dubai International Project Management Forum by RTA – Participated in a Roundtable Discussion titled “Developing the direction and concepts discussed in MBRSG’s roundtable on managing innovation in the public “sector	Roundtable Discussion	IFG
BIGIT	9-10/11/2015	Big Data for Citizen Engagement – The Future of Governance in the MENA Region ((MENA Big Data World Conference	Presentation	IFG
BIGIT	9-10/11/2015	Developing and Implementing Open Data Initiatives for a Smarter Nation (MENA Big (Data World Conference	Panel Discussion	IFG
Middle East Innovation Conference	18-19/11/2015	Panel on “Paradigm shift from policymaker to facilitator: Emerging trends in smart governance & e-participation” (Middle East (Innovation Conference	Panel Discussion	IFG
MBRSG	29/11/2015	Organized and delivered MBRSG Brainstorming Session on Innovation	Workshop(Internal	IFG
ULC	18/11/2015	Chaired a session - Enhancing Youth Learning & Capacity-Building Endeavors in the UAE and Beyond – Organized by the Arab Knowledge Forum	Session Chair	EP
MBRSG & Walden University	November 2015	The Role of UAE Health Professionals in Maternal and Child Health Policy	Research Paper	HP
MBRSG	8/11/2015	Effective Presentation Workshop for MPA Students	Workshop	EP
Emirates Foundation	27/10/2015	Emirates Foundation Youth Philanthropy Summit 2015 – Presented the STEM Report	Presentation	EP
Central Bank of the UAE	25/11/2015	Innovation Awareness” Workshop at Central” Bank of the UAE with Dr Bassem	Workshop	IFG
Gulf News	22/12/2015	How good is your University of Choice	Opinion Editorial	

Research Department highlights:

1. UAE Government Summit 2015 “Smart Policies for Public Sector Innovation Report”
8th February 2015
2. Persistence in the Abu Dhabi STEM Pipeline
“PREPARING EMIRATI YOUTH FOR SCIENCE AND TECHNOLOGY CAREERS IN THE INNOVATION ECONOMY”
Commissioned Report: Emirates Foundation
Launched in Emirates Foundation Youth Philanthropy Summit 2015
27th - 28th Oct, 2015
3. The Digital Revolution: Matching Skills to a STEM World
Participating in the Emirates Foundation Youth Philanthropy Summit 2015
27th - 28th Oct, 2015
4. Launched MBRSG’s Blog: Policy and Society



Corporate Communication

Key Achievements of Corporate Communication Department:

Releases and Publications

- Review, design, develop and print 29 of the School's publications, that varied between the proceeding reports of the Policy Council sessions, Dubai Smart Cities Forum and examples of Policy notes, Policy briefs, opinion editorials and researches with entities abroad that are relevant to the school's activities.
- Develop, print and publish MBRSG annual report 2014

The Website and Social Networks

- Design and launch the School's website "MBRSG Mobile Site"
- Design and launch 5 webpages concerning the School's programs and events, such as Dubai Smart Cities Forum, Policy Council, Emirates Government Knowledge Center, Arab Leadership program and open enrollment programs.
- Activate all social network channels, the total followers of the School's accounts reached 33600 followers.
- Develop and execute 21 electronic marketing campaign to promote the School's programs and events.
- Update and promote the School's website, number of visitors reached 84700 visitor.

Brand Awareness and Institutional reputation

- Implement 76 activities to promote the School, ranging from developing and publishing 35 press releases, 7 Features, 8 ads in local and Gulf newspapers, 3 radio ads, 9 TV, radio interviews and other, in addition to planning and executing the School's 10th anniversary ceremony.

Design and Video

- Produce 62 videos on the School's programs, events and activities.
- 100 internal designs for the School's publications, advertisements and booklets concerning the events, training program and open enrollment programs.
- Finalizing electronic archiving system for all the School's library of photos and videos for the past 10 years.
- Design the School's wall of achievements during the past decade (10 years of success).



The Website and Social Networks:

Develop and execute **21** electronic marketing campaign to promote the School's programs and events

School's website visitors reached

84700

Design and launch **5** event specific /program specific webpages; DSCF, ALP, Policy council, EGKC, OE programs.

Design and launch **MBRSG Blog**

Design and Launch **MBRSG mobile website**

Activate all social network channels, number of followers

33600

Design and Video



10 YEARS OF SUCCESS

Design the School's wall of achievements (10years of success)

Finalizing electronic archiving system for all the School's library of photos and videos for the past 10 years

Produce **62** videos on the School's programs, events and activities

Releases and Publications

Review, design, develop and print **29** of the School's publications that varied between the proceeding reports of the Policy Council sessions, Dubai Smart Cities Forum and examples of Policy notes, Policy briefs, opinion editorials and researches with entities abroad that are relevant to the school's activities.

Develop, print and publish **MBRSG annual report 2014**



Brand Awareness and Institutional reputation

76 activities to promote the School

3 Radio Ad campaigns **7** Features **35** Press Releases

8 Ads in local and Gulf newspapers **9** TV and Radio interviews

Planning and executing the School's 10th anniversary ceremony.

Events Satisfaction rate

83.5%

Total Number of attendees

1297

Events

Nb of attendees	Name of Event
January 2015	
65	Innovation Day 1: Citizen Centricity Becoming A Service Top Priority
55	Dubai Smart city Forum : Enabling Smart Service
8	Delegation coming from Abu Dhabi Executive Council
February 2015	
25	Government Summit- Round Table discussion
55	Government Summit - Networking Reception
March 2015	
61	Innovation Day 2 – Big Data
26	Dubai Smart Cities Forum Service
300	MBRSG 10th Anniversary
April 2015	
37	Innovation Day 3: Social Media
May 2015	
10	Knowledge & Policy Council session 3
13	MPA orientation
June 2015	
40	Open Day for MPA
25	Dubai Smart Cities Forum 6- Bringing Smart cities to Life
August 2015	
30	Guest speaker sessions
37	MPA Poster Presentation Day
10	Open Day for MPA
September 2015	
48	Dubai Smart Cities Forum 7
October 2015	
20	Visit of Estonian prime minister
20	Leaders Program Orientation Day
15	Visit of Dubai Police Delegation
November 2015	
70	KHDA - launch of the Interesting Cities report
20	Leaders Program Orientation Day
10	Policy Council Session 4
36	SAP Thinking Lab
15	MPA Open DAY
15	Innovation Brain Storming (Internal for staff)
	National Day Celebration
December 2015	
400	IOTWF – Walk through experience
40	MPA Open day Department of Economic
100	Executive Council

Business Development Department

Key Achievements of Business Development Department

- Hosted the first day of “Innovation Days Series”, in collaboration with Accenture and SAP. It dealt with focusing public and private services on citizens in the digital era. 26.01.2015
- Organized a discussion session simultaneously with the government summit on the role of smart policies in developing an innovative public sector, in collaboration with the State’s Prime Minister Office, Lee Kuan Yew School of Public Policy and other international universities and academic institutes. 08.02.2015.
- Hosted the second day of “Innovation Days Series”, entitled “Big Data” in collaboration with NexGen and SAP. 12.03.2015.
- Organized field visits to KSA to the Public Administration Institute, the General Secretariat of the Gulf Cooperation Council and King Saud University. 01.02.2015.
- Hosted the third day of “Innovation Days Series”, entitled “Social Networks” on 16.04.2015, in addition to executing “Innovative Thinking Design Lab” workshop in collaboration with SAP.
- Organized the third session of the “Policy Council” entitled “Scientific Research in the UAE between Present Challenges and Future Opportunities” dated 04.05.2015.
- Within the framework of the School’s collaboration with ESCWA, implementing “ICT Academy for Development of Public Sector Leaders in the Arab Region” Project. A delegation from the school attended “Regional Workshop for Training of the Trainers” organized by the Academy in Beirut from 08 – 12.06.2015
- In collaboration with SAP, the School developed the innovative thinking design workshop which was held simultaneously with the Innovation Week in the State. 30 persons from different entities participated in the workshop which took place on 22 and 23.11.2015.
- The School took part in a discussion concerning innovation during Dubai International Project Management Forum on 23.11.2015.

- The School participated in organizing the Smart City tour during the 3-day Internet of Things International Forum held in Dubai from for 3 days from 6- 8 of December 2015, as the School was registered as the first educational institution to which the new system is applied. In preparation for the tour, the global company CISCO equipped one of the School’s lecture halls with state of the art technology in the field of smart education “Connected Classroom”.
- Innovation Days initiative, organized by the School in collaboration with SAP won the technology magazine’s “Gov.” award in the category of “Best Partnership between Private and Public Sectors”. The administration is currently discussing the role of the School and its participation in of the Internet of Things International Forum and CISCO Network Academy in collaboration with CISCO, in addition to a number of smart initiatives such as “Smart Academy for Training Leaders” and smart education.

Corporate Support Services: HR

New Appointments

	Name	Vacancy	Nationality	Contract signed on
1	Prof. Rhys Rowland Jones	Head of Academic Affairs Department	UK	04/01/2015
2	Hayathem Shukri	Head of Student Affairs Department	UAE	09/03/2015
3	Prof. Raed Awamlah	Dean	Jordan	15/03/2015
4	Maryam Khalifa Hareb Al-Falahi	Executive Education Officer	UAE	01/04/2015
5	Marouen Ghezal	Multimedia specialist	Tunisia	01/05/2015
6	Sanah Sheikh	Researcher	UK	09/06/2015
7	Megan Mathias	Associate Researcher	UK	14/06/2015
8	Dr. Scott Fargher	Associate Professor	New Zealand	23/08/2015
9	Dr. Casey Dakhllallah	Assistant professor	USA	01/09/2015