



Executive Summary

Renewal of Institutional Licensure Liwa College (LC)

Abu Dhabi

27-31 May 2024

An External Review Team (hereafter ERT), appointed by the Commission for Academic Accreditation (CAA) of the Ministry of Education (MoE) of the United Arab Emirates (UAE), visited Liwa College (LC) from 27 to 31 May 2024 to evaluate the self-study for Renewal of Institutional Licensure of LC (the *Self-Study*). The *Self-Study* was accompanied by a number of Appendices.

The ERT toured the LC campuses in Abu Dhabi and Al-Ain, and the exit interview was held on 31 May 2024. The findings of the ERT reflect its observations at the time of the review and relate to the Standards for Licensure and Accreditation 2019 (the *Standards*) and the Procedural Manual for Renewal of Institutional Licensure 2019 (the PM-RIL).

Liwa College (LC) was first established as the Emirates Institute of Technology (EIT) in Abu Dhabi in early 1993. In November 2003, the diploma division of EIT was recognized by the UAE Ministry of Higher Education and Scientific Research (MOHESR) to operate in the field of higher education. In April 2004, this academic section of EIT was renamed the Emirates College of Technology (ECT). In June 2004, ECT obtained initial accreditation from the CAA for its two-year Diploma in Business Administration and Computer Information Systems (a double major).

In August 2007, ECT received initial accreditation from the CAA for its new two-year Diploma program in Human Resource Management (HRM). The remaining diploma programs in banking and finance, accounting, and graphic design and animation, were accredited and offered in September 2007. In 2011, a Diploma in Mass Communication and a Diploma in Public Relations in Arabic, received initial accreditation from the CAA.

In 2012, a Bachelor of Business Administration (with specializations in Management, Human Resource Management, and Business Information Technology) received initial accreditation from the CAA. In September 2013, the Bachelor of Mass Communication was accredited. Later, in March 2014, the Bachelor of Financial Sciences also received initial accreditation from the CAA.

The year 2015 witnessed new achievements with the accreditation of two new bachelor programs, the Bachelor of Applied Health Sciences in Health Information Management and the Bachelor of Business Administration in Industrial Management.



In 2017, a new five-year Strategic Plan 2017-2022 was approved by the ECT Board of Trustees. In 2018, the Faculty of Business at ECT received international recognition from the Accreditation Council for Business Schools and Programs (ACBSP), located in Missouri, USA.

In 2019, ECT moved to its new campus in Fatima bin Mohamed Street in the heart of Abu Dhabi. The new campus accommodated its four faculties: Business Administration, Media, Health Sciences, and Engineering. Its name was then changed to the Liwa College of Technology (LCT). In the same year, LCT obtained initial accreditation for three engineering programs: the Bachelor of Science in Civil Engineering, the Bachelor of Science in Mechanical Engineering, and the Bachelor of Science in Industrial Engineering.

In 2022, LCT was acquired by NEMA Education. LCT was merged with Al Khwarizmi International College (KIC), which was already owned by this company, from September 2023; the new college was named Liwa College (LC). LC currently offers a portfolio of undergraduate programs in the fields of business, IT, health sciences, media, and engineering. LC has five faculties: the Faculty of Business (FoB), the Faculty of Media and Public Relations (FoMPR), the Faculty of Medical and Health Sciences (FoMHS), the Faculty of Information Technology (FoIT), and the Faculty of Engineering (FoE).

LC offers 25 undergraduate programs at the bachelor's level (19) and at the Diploma level (6). The FoB has five departments which offer eight programs at the bachelor's level and two programs at the diploma level: the Bachelor of Business Administration in Management, the Bachelor of Business Administration in Tourism and Hospitality Management, the Bachelor of Business Administration in Marketing, the Bachelor of Business Administration in Human Resource Management, the Bachelor of Business Administration in Business Information Technology, the Bachelor of Business Administration in Industrial Management, the Bachelor of Business Administration in Accounting, the Bachelor of Business Administration in Banking and Finance, the Diploma in Human Resource Management, and the Diploma in Business Administration and Computer Information Systems. The FoMPR has two departments which offer one program at the bachelor's level: the Bachelor of Mass Communication. The FoMHS has three departments which offer six programs at the bachelor's level and two programs at the diploma level: the Bachelor of Applied Health Sciences in Health Information Management, the Bachelor of Health Management, the Bachelor of Science in Medical Diagnostic Imaging, the Bachelor of Science in Medical Laboratory Analysis, the Bachelor of Science in Emergency Medical Care, the Bachelor of Science in Respiratory Care, the Diploma in Health Management, and the Diploma in Medical Laboratory Analysis. The FoE has two departments which offer three programs at the bachelor's level: the Bachelor of Science in Civil Engineering, the Bachelor of Science in Industrial Engineering, and the Bachelor of Science in Mechanical Engineering. The FoIT has one department which offers a program at the bachelor's level and two programs at the diploma level: the Bachelor of Information Technology, the Diploma in Information Technology, and the Diploma in Computer Graphics & Animation.

In Spring 2024, the total full-time faculty number of LC was 110 (Abu Dhabi campus, 91; Al Ain campus, 19) of which 68 are male and 42 are female. The total part-time faculty number



at LC was 14 (Abu Dhabi campus, 10; Al Ain campus, 4) of which seven are male and seven are female. The total LC student enrollment in Spring 2024 was 2978 students of which 2467 were located on the Abu Dhabi campus, and 511 on the Al Ain campus. The student to full-time faculty ratio of LC was 27:1 (Abu Dhabi campus 27:1, Al Ain campus 27:1).

LC is planning to start the construction of a new Al Ain Campus in June 2024 with an expected date of completion in July 2025. The new campus will be located in the Al Tiwayya neighborhood of Al Ain City, a short distance from the city center. The new campus building will total 8,415 square meters. The campus will feature 28 classrooms, six computer labs, a media studio, nine health/research labs, a large auditorium, three student lounges, and a cafeteria. Additionally, the campus will include parking lots, playgrounds, and outdoor sitting areas.

The ERT welcomes the opportunity to commend LC in a number of areas:

1. Despite the enormous challenges of the merger, the institution has managed to continue its operations across two campuses with little disruption.
2. The campus facilities are of good quality and the plans for the new campus in Al Ain are very exciting.
3. The work undertaken in the IRQA and its effect on the quality assurance activities that take place in the faculties and in the academic, student, and administrative services is of very high quality.
4. Faculty, staff, and students display admirable commitment and enthusiasm for the task of building this new institution and delivering high quality education in line with the mission.
5. Research projects and conference attendance have good financial support.

Naturally, the ERT also noted a number of areas in which there are opportunities for significant improvement:

1. While the IRQA has good support staff, its director is not full-time. In order to provide adequate support and leadership of the quality assurance of LC's academic programs and its academic, student, and administrative services, it needs a full-time director.
2. The way in which quality assurance, risk, strategy (planning, implementation, and oversight), and policy development are combined in a single standing committee, and so heavily focused in terms of delegated leadership, will lead to a situation in which these cannot be managed effectively. A revised structure which allows each to be dealt with separately and appropriately, is needed.
3. There is good evidence of strategic planning, but the institution-level strategy is weaker than the approach taken for the lower-level units of faculties and services. There are currently inconsistencies between the levels resulting in missing strategic ambitions at lower levels and confusion at the institution level. Operational planning needs to be strengthened in some areas and more careful assignment of timelines to initiatives is required. Performance indicators need to distinguish between the strategic and the corporate (day-to-day operational).
4. LC does not have sufficient faculty to deliver the academic programs in compliance with the *Standards*. There are multiple violations of the *Standards* regarding annual



faculty workloads. The nominal compliance with workloads on a semester basis (in most cases) is only achieved by non-compliant annual workloads and in not meeting the terms of study plans.

5. While there are good initiatives covering research support, the institution is not yet demonstrating that it meets the level of support required by the *Standards*. This would be at least 5% of total operational expenditure.
6. Community engagement is misplaced in the current institutional strategy and does not appear in the faculty strategies. Importantly, there is a promise to develop a community engagement strategy, but since all other commitments in this area depend on this strategy being in place, this needs to be addressed as a matter of urgency.

The ERT sets its requirements and makes its suggestions in a spirit of constructive engagement and with the intention of supporting LC with its future developments and its ambition to obtain renewal of institutional licensure.