UAEU

جامعة الإمارات العربية المتحدة
United Arab Emirates University

GUIDE FOR
DEANS AND CHAIRS

2014-2015

Guide for Deans and Chairs

Foreword

This handbook is designed to help new and continuing college deans and department chairs at UAEU quickly orient themselves with their administrative responsibilities. It is meant to be a resource guide and not a policy document or procedures manual.

For academic and administrative policies and procedures, refer to http://www.uaeu.ac.ae/en/about/policies/.

The title "chair" is used in this handbook to indicate the head of an academic unit and includes similar titles such as "director". Similarly, the term "department" is used to indicate academic units and includes similar names such as "unit", etc. Links to relevant websites are embedded within the document.

For any corrections to the attached web links or handbook information please email the suggested changes to Provost@uaeu.ac.ae.

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UNIVERSITY VISION, MISSION, GOALS AND STRATEGIC PLAN

1. UNIVERSITY VISION, MISSION, GOALS AND STRATEGIC PLAN

Paramount to the responsibilities of the dean and department chair is upholding the missions of the university and the college. UAEU's Mission and Scope Statement are available online. The UAEU Bylaws are also available online. Additionally each college has its own mission statement. Deans and Chairs should familiarize themselves with these policies and mission statements.

VISION

Leadership and excellence in higher education and scientific research at the regional and international levels.

MISSION

Make a positive contribution to the advancement of the United Arab Emirates and the wealth of knowledge in the society by preparing students for employment and future leadership, providing research solutions in strategic areas, and engaging closely with relevant authorities and the broader community.

NATIONAL VALUES, HERITAGE AND CULTURE

The University respects the deep-rooted values and the rich heritage of UAE and seeks to maintain and sustain them. The University also respects cultural diversity, multiculturalism and variety of opinions.

INTEGRITY AND TRANSPARENCY

We adhere to the highest ethical principles and pledge to work with integrity and transparency in order to achieve justice and promote institutional trust, credibility and accountability.

SPIRIT OF TEAMWORK

We support one another at work through cooperation and teamwork and we value the healthy environment created by this approach.

LEADERSHIP AND LIFE-LONG LEARNING

We foster a spirit of innovation, initiative and excellence, implement international best practices in all University activities, and focus on student success, life-long learning and sharing of knowledge.

EFFECTIVENESS IN DECISION-MAKING

We are committed to basing our decisions and plans on evidence and analysis, and adopting efficient systems and procedures.

EFFECTIVE COMMUNICATION

We are committed to using a variety of communication methods with all concerned parties (staff, students, partners, vendors, and the local and international community).

GOALS

The main goals of the UAE University include:
- Prepare graduates as future leaders in their specializations.
- Develop research capacity and innovation in areas of national and regional importance.
- Achieve academic excellence in accordance with the expectations of institutional and academic program accreditation.
- Promote the University's role in the transfer of knowledge and skills to serve society.
- Ensure that administrative services are provided according to high standards of quality, efficiency and transparency.

HISTORICAL FACTS ABOUT UAE UNIVERSITY

- A federal institution established in 1976 by Federal Law number "4", based on an initiative of His Highness Sheikh Zayed Bin Sultan Al Nahayan, late President of UAE;
- First university in the UAE;
- Free education, transportation, and accommodation for undergraduate students;
- Started in Fall 1977 with 4 colleges (Humanities & Social Sciences, Science, Education, and Business & Economics);
- Other colleges established later: Shari'ah and Law 1978; Food and Agriculture 1980; Engineering 1980; Medicine and Health Sciences 1986; University General Requirements Unit (UGRU) 1994; and Information Technology 2000. In 2007, the

College of Sharia and Law was replaced by the College of Law and the College of Sharia and Islamic Studies.
– First master's program in Environmental Sciences was offered by the College of Science in 1991.

IMPORTANT FACTS

– The main university is located in the city of Al Ain.
– The undergraduate classes are run separately for male and female students.
– Some of the graduate programs are offered in Abu Dhabi.
– The University has Offices in Abu Dhabi and Dubai.
– In addition to UAE national students, the University admits international students who meet certain criteria.
– All students reside in university accommodations, except those who are living with their families in, or close to, Al Ain.

UAEU FIRSTS

– Based on the QS World University Rankings, the University is ranked 8th in terms of diversity of faculty members (about 65 nationalities).
– College of Business and Economics is the first business school in the Middle East to be accredited by the Association to Advance Collegiate Schools of Business (AACSB), the American professional body to accredit schools of business.
– Zayed Library was the first UAE library to have an American Studies Corner.
– In 2005, the College of Education became the first college outside the United States to be granted international recognition by the Center for Quality Assurance in International Education in conjunction with the National Council for Accreditation of Teacher Education.

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ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT, COLLEGE AND UAEU

2. ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT, COLLEGE AND UAEU

A new dean or chair should become familiar with the university, college, department, and the academic and administrative policies and procedures. In the following section, a quick overview of the UAEU, its organizational structure, policies and procedures and other useful information is presented.

2.1 UAEU ORGANIZATIONAL STRUCTURE

UAEU's organizational structure includes four main divisions:
– Academic Affairs
– Research and Graduate Studies
– Student Affairs and Enrollment
– Financial and Administrative Affairs

These divisions are headed by Deputy Vice Chancellors. Further details on these divisions are available on the university website at http://www.uaeu.ac.ae/en/about.

2.2 POLICIES AND PROCEDURES

Listed below are the links to some of the important policies and procedures documents at UAEU (http://www.uaeu.ac.ae/en/about/policies/) that deans and chairs should bookmark on their web browsers:

– UAEU Bylaws (http://www.uaeu.ac.ae/en/about/policies/by-laws.pdf)
– Academic Policies & Procedures (http://www.uaeu.ac.ae/en/about/policies)
    – Admissions and Enrollment
    – Undergraduate Programs
    – Graduate Programs
    – Research Support and Sponsored Projects
    – Academic Personnel
    – National Teaching Assistants
    – Student Affairs Deanship
    – Information Technology
    – Libraries Deanship

– Administrative Policies and Procedures
    – Human Resources Policies
    – Financial Policies and Procedures

2.3 SHARED GOVERNANCE AND COMMITTEES OF THE UNIVERSITY

UAEU's bylaws stipulate that faculty members are partners in all policy decisions that involve the faculty personnel process, curriculum, admission, and academic standards. Effective faculty governance requires effective leadership from the chair to keep faculty members well-informed and to facilitate the making and interpretation of policy in ways that encourage the faculty's full participation and investment in the life and responsibilities of the department.

2.4 COLLEGE AND DEPARTMENT MISSIONS

Each college has its own mission statement, which guides the personnel, policy, and committee activities of the affiliated departments and unit. The department has also its mission which maps to the college mission and ultimately to the university mission.

The mission statement serves in guiding the college's and ultimately the department's curricular and scholarly decisions and practices. The mission statements are reviewed periodically at both departmental and college in line with national workplace requirements and to stay current with worldwide advances in the college and department disciplines.

2.5 COLLEGE PERSONNEL AND COMMITTEES

Academic departments and their faculty and staff are linked together in UAEU's nine (9) colleges, where the work of the university is coordinated, supported, and rewarded. Because colleges are united around the commonalities of their instructional and scholarly orientation, they also serve as academic communities.

In general, the dean is the academic leader and chief administrative officer of a college and is accountable directly to the Deputy Vice Chancellor for Academic Affairs (Provost) for aspects of the operation of the college, including its conduct and development as an instructional, research, and public-service unit.

Each college also has a vice dean and three assistant deans working directly or indirectly with the dean and to providing supervisory support in the operations and development activities of the college. These are:
- Assistant Dean for Student Affairs
- Assistant Dean for Research and Graduate Studies
- Assistant Dean for Professional Development

At UAEU, as members of the Deans Group and the Academic Council, deans play a central role, individually and as a group, in the university's academic administration. The college

council consists of the department chairs of the college, the dean of the college, vice dean, the assistant deans, and representatives of associate and full professors. The college council is not only a venue for communicating with the dean, vice dean and assistant deans but is also a salient network of support and the opportunity to work in collaboration with other department chairs, who are the chair's peers, despite his or her faculty status.

The college personnel include the administrative staff support for the Dean, Vice Dean and Assistant Deans, Advising Unit, Internship staff, Financial Officers for College, and the information technology support staff.

The college has two financial officers, one handling all college related financial and procurement needs and the other dealing with financial transactions and procurement for research and graduate studies. In this regard, these financial managers are important mentors, especially for a new chair who is still learning about fiscal management issues.

The college departments/programs are managed by the chair/director assisted by office administrative staff, information technology support staff and laboratory specialists (for applied departments).

3

DUTIES AND RESPONSIBILITIES OF DEANS AND CHAIRS

3. DUTIES AND RESPONSIBILITIES OF DEANS AND CHAIRS

In this section, we address the main functions and responsibilities of the college deans and department chairs.

3.1. COLLEGE DEAN

Deans are involved centrally in issues including strategic planning, budget, curriculum, facilities and research. Moreover, they are key participants in external relations of the university, including fundraising, alumni relations, economic development, national priorities and public relations.

Deans support and promote the highest quality educational programs, research, public service and economic development activities of their respective colleges.

Each dean must be an effective advocate for his or her college, both within the university and externally. Deans have ultimate accountability for their colleges' sound management of resources: fiscal, facilities and human. They are responsible for collegiate planning, including alignment of plans for educational, research and other activities in their colleges.

Deans play a central role, individually and as a group, in the university's academic administration. They occupy a unique place in the continuum of academic administrators, as the facilitating link among department chairpersons, faculty members, staff, students, and university leadership. All activities and roles of the deans are undertaken in light of furthering the best interests of the UAEU students.

As a participant in a broad range of institutional discussions and decision making, deans must maintain perspective on the entire range of education and research on the UAEU campus, including different kinds of service, different academic programs and externally and internally supported research.

Deans play five essential roles, serving as:

- academic leaders of colleges;
- representatives of their colleges to the rest of the university, especially university administration;
- representatives of university leadership to their colleges;
- managers of college resources; and,

– representatives of the college and university to external bodies. These five roles remain constant even though specific responsibilities and duties may vary according to the mission, size, and complexity of the college.

The duties and responsibilities of the college dean include, but are not limited to:

As Academic Leader of Leadership of the College

– Lead and coordinate the governance of the college;
– Engage faculty, staff and students in discussions of all important collegiate issues and assuring a positive, high-quality working environment;
– Advocate for the college, especially by joining the university-wide processes in strategic planning, budget, facilities planning, to position the college favorably in the university's broader planning;
– Lead college efforts toward achieving University goals;
– Lead, and coordinate college strategic planning and curriculum development;
– Coordinate the development of and implementing the college's Vision and Goals Statement;
– Play a key oversight role in accreditation, program review and other processes that are important for continuous improvement of the college's activities;
– Engage with the Deans Group and Academic Council in key discussions of institutional planning, policy and other key activities, in so doing representing the college's interests effectively.

As Administrator of the College

– Develop the college budget;
– Manage the fiscal affairs of the college;
– Supervise, evaluate, and support Departments in a manner that promotes excellence in instruction, scholarly and creative productivity. and service at UAEU;
– Lead the processes of college administrator selection and overseeing the processes of faculty and staff selection and retention;
– Coordinate the professional development of college administrators and staff;
– Evaluate college administrators and staff;
– Evaluate department chairpersons with feedback from departmental faculty and staff;
– Review the college guidelines and recommendations for appointment, salary, retention, tenure, and/or promotion of faculty, and ensuring that all HR policies are followed;
– Evaluate overall departmental productivity in instruction, research, and service responsibilities;
– Provide recommendations to the Provost regarding sabbaticals and other leaves for faculty and staff;

– Advise and provide recommendations to the Provost on university policies and procedures, especially in the academic area;
– Manage non-faculty college staff members;
– Develop, lead, and encourage fundraising in support of the college's goals and the goals of its departments and programs, as well as outreach and community service efforts.

3.2. DEPARTMENT CHAIR

While much of the daily life of a chair is shaped by the managerial demands of the department, it is the leadership role that distinguishes the position from others.

Although new chairs rightly may feel that their academic training has not prepared them adequately for some of the challenges of the chair's responsibilities, it is within the domain of leadership that they will most often apply their professional skills and knowledge.

The successful chair will inspire faculty to develop a long-term vision and take initiatives to move the department to "the next step". This vision may include ongoing departmental curriculum planning and development, and the regular evaluation of teaching effectiveness and scholarly productivity, shaped around a set of collective principles and objectives.

Part of the chair's responsibilities is the persistent promotion of this vision across departmental activities, from student advising to faculty recruitment. In this regard, the chair is an agent of change whose leadership keeps the department in touch with the salient issues affecting not only the discipline but higher education in general.

Perhaps the most important quality of leadership is therefore the ability to understand the "big picture" that represents the interests of all faculty and students, beyond one's own narrow disciplinary focus and priorities.

Fundamental to leadership is the chair's ability to maintain transparent and open communication about department matters with faculty, staff, and students. Severed communication between administrators and faculty members can breed distrust in an academic department, which can foster disruptive behavior and suspicion and erode morale. Some personnel matters cannot be discussed openly; however, faculty will respect reasonable confidentiality from a chair who otherwise is open to feedback and is transparent about non-confidential administrative decisions. It is also important that communication from the chair, whether written or verbal, be impeccable as a model of civil discourse, regardless of the tone and/or content of received communication. As its chief academic and administrative officer, the chair is also the official spokesperson for the department. In this position, there is little, if any, private speech when discussing matters related to the department, the college, and the university.

The following are the duties and responsibilities of a Chair (or Director) of Department (or Unit):

As Academic Leader of the Department/Unit

- Revise the statement of departmental goals and long-range plans in line with the university-wide review of the strategic plan, in consultation with the appropriate committees within the department, or the department council meeting. This statement of goals includes consideration of the adequacy of physical facilities, sufficiency of monetary support, and appropriateness of departmental organization and communication. The statement, sponsored by the department and agreed on by the dean, is submitted to the provost for use as a planning document;
- Maintain a climate that is hospitable to creativity and innovation;
- Inform the department of the stances and actions of the dean and other administrators that might affect the department;
- Responsible for the recruitment, selection, and evaluation of both the academic and the staff personnel of the department;
- Recommends the appointment of and oversees the work of non-academic departmental staff;
- Recommends to the dean new appointments, reappointments, salary changes, promotions, sabbatical and other leaves of absence, non-renewals, and terminations;
- Responsible for the administration of the approved procedures of peer review in the department as well as the policies and procedures of promotion;
- Responsible for publicizing the policies and procedures of promotion within the department and, whenever necessary, update faculty on changes in college or university policies;
- Ensure that staff are aware of departmental expectations and UAEU personnel system criteria for appointment, reappointment, job classification, and promotion;
- Receptive to questions, complaints, grievances, and suggestions from members of the department, both academic and staff personnel, and from students;
- Ensure that effective communication is maintained with students in the Department's courses and programs; involve them, where appropriate, in Department activities and discussions; address student complaints and concerns unresolved by faculty and/or staff;
- Provide advice and guidance to members of their department in all areas of their development as faculty. As far as possible, senior members of the department assist the chair in this important task;
- Take a leadership role in coordinating the efforts of other faculty appointed to positions of academic administration within the department;

– Represent the department/academic unit's interests in administrative and academic matters. In cases where the members of the academic unit are divided on a particular matter, the chair/director will, after appropriate discussion and attempts to reach consensus, represent the views within the academic unit, and where a vote has been taken the view of the majority;

– Represent the department/academic unit in the College Council and other central administrative meetings and report to the Department Council;

– Represent the department in areas of formulation of educational policy and academic ethics;

– Hold regular departmental council meetings to facilitate collegiality and collegial decision-making. This includes, but is not necessarily restricted to, circulating agendas prior to meetings; arranging for notes (or formal minutes) of meetings to be taken and circulated in timely fashion; and allowing for the presentation of formal motions, discussions and votes as required;

– Annually, arrange a retreat of the department/unit faculty to discuss academic priorities, Department direction and operational requirements;

– Oversee the work of departmental committees;

– Ensure that department/academic unit proposals are discussed, voted upon, and moved toward the appropriate university bodies, ensuring that all applicable university regulations/policies are observed;

– Responsible for the planning and initiation of changes in the departmental curricula;

– Make exemplary efforts in teaching, professional development, and service. Normally, each chair has teaching duties each term and is expected to pursue research and scholarly interests in the discipline;

– Oversee research programs carried out under departmental auspices or involving department resources, and are responsible for encouraging an appropriate and balanced program of research among the department faculty that involves both graduate and undergraduate students, as well as postdoctoral students, wherever possible;

– Oversee service and outreach department activities involving departmental resources, and are responsible for encouraging an appropriate and balanced program of service/outreach activities among departmental faculty;

– Work with the department, the dean, and appropriate administrative offices in planning enrichment programs, such as lecture series, seminars and workshops, for majors and other interested students, faculty, and members of the community.

As Administrator of Department/Unit

– Develop a transparent process for recommending course and teaching assignments to the dean, such process to include consultation with individual members of the department/academic unit regarding their respective course and teaching assignments.

- Responsible for the proper administration of faculty workloads as based on individual abilities of faculty members and department, college, and university needs. Periodic appraisal and planning of workloads and faculty development are required at least annually;
- Preparation of the class schedule taking into consideration that a balanced and appropriate offering of courses at all levels is made each semester;
- Coordinates and makes recommendations concerning the advising of majors and the admission and advising of graduate students, with graduate program coordinator, in the department or in special programs under department control and supervision;
- Preparation of the budget and administration of the financial affairs and staff plans of the department;
- Chairs work with the UAEU purchasing and procurement department to order the required textbooks each year;
- Maintain authority over administrative and clerical functions and staff within the department, in accordance with the appropriate university policies;
- Recommendation of sabbatical leaves and other leaves of absence to the dean, and for ensuring that their scheduling is consistent with departmental needs;
- Promptly reporting the resignation and unexcused absence of any member of the department;
- Supervise the custody and authorized use of allocated departmental space (excluding general classrooms), facilities, equipment, and supplies, and maintains an inventory of the latter two;
- Departmental observance of proper health and safety regulations, in coordination with the campus environmental health and safety officer;
- Reporting to the dean, or appropriate administrators - whenever the problem cannot be expeditiously resolved at the departmental level - any failure of an academic or staff member of the department to carry out responsibilities, and recommendation of appropriate remedial and/or disciplinary action. Chairs do not administer discipline with respect to faculty members and will not be requested to attend meetings with faculty members where discipline is imposed;
- Orient new faculty members to University policies and procedures as well as the Department expectations;
- Responsible for revision and update of all departmental information in university publications such as the departmental webpage, university catalog and college brochures;
- Recommend student aid at both the undergraduate and graduate level.

In the performance of the duties listed above, the chair is expected to seek the advice of departmental faculty colleagues in a systematic way, to provide for the conduct of department affairs in an orderly manner through department meetings and the appointment of appropriate committees, and to keep department members informed of his or her actions in a timely

manner. The chair is also expected to seek student advice on matters of concern to students enrolled in the department's programs.

3.3. DEPARTMENT OPERATIONS AND MANAGEMENT

The variable functions of organizing and maintaining an academic department depend, to a considerable extent, on its size, its complexity, and its stage of development. Small departments may have concerns that are quite different from those of departments that have 20 or more faculty members. Departments that include master and doctoral programs require a form of organizational management that may not be necessary in purely undergraduate units; interdisciplinary divisions may be divided into sub-disciplines that require another level of administrative oversight. Departments with a majority of senior faculty members face internal dynamics that are different both in structure and temperament from those of departments with a blend of faculty ranks.

3.3.1. Department Main/Secretary Office

The department's main/secretary office is, for many, among the first points of contact for visitors to campus as well as prospective students and their parents. Friendly and respectful interactions in the main office can also have a substantial impact on the overall department climate for faculty, graduate assistants, students, and other staff. Reasonable access to the office staff and the chair, in person or by phone or email, is essential for the smooth functioning of department business. Care should be taken, however, to avoid turning the main office into a lounge where social interactions undermine getting work done.

The effectiveness and efficiency of the members of the department's operating staff can have a dramatic effect on the chair's ability to manage his or her administrative responsibilities.

It is also the responsibility of the secretary office staff to monitor unscheduled visitors and regulate the amount of daily traffic that is admissible past the door into the chair's office. Because of their centrality to department functioning and well-being, staff members of the main office must understand clearly the department's mission and its policies. Unlike faculty members, staff members require clear direction from the chair as supervisor; the smooth running of the main office – as well as the rest of the department – depends on effective communication and counsel.

It is the chair's responsibility to review regularly the job descriptions of the department's operating staff and ensure their currency with the files on record with HR. These job descriptions are vital in both the annual evaluations of office staff and, should unfortunate circumstances arise, in executing disciplinary action.

3.3.2. The Class Schedule

One of the most sensitive and complex of the chair's responsibilities is the assignment of faculty teaching loads. It is also one of the few tasks over which the chair has final responsibility, balancing the needs of faculty to have time for scholarship on the one hand, and the student demand for classes on the other. Because faculty workload is a complicated issue, and despite the chair's "final responsibility" for assigning teaching loads, it is wise to include the department collective in a discussion of general guidelines to follow, especially if the outcome is likely to be less than ideal.

For each semester, the process of constructing the schedule of classes begins several months in advance to conform to UAEU's registration and enrollment deadlines. Several considerations will shape the schedule of classes. If the department has a regular rotating curriculum for its majors and minors, its requirements will influence the frequency with which courses need to be offered and the number of sections required.

A starting point is to look at earlier semesters to determine necessary patterns of courses to be offered. Projected shifts in student enrollment will also need to be part of the equation and may require a conversation with the college's advising dean. In addition, many departments have centrality obligations to other departments and colleges in which one or more of courses are required or recommended for students in other majors.

Faculty expertise and preferences and an overall fairness in assigning workload become part of the equation, which will be further shaped by instructors' collective bargaining agreements and part-time versus full-time teaching appointments. Finally, laboratories, independent study, thesis and dissertation supervision, and negotiated course reductions will all be part of the workload distribution.

Optimal and efficient utilization of classroom is a key campus performance metric. Simultaneously, special consideration must be given to students' schedules to ensure that cohorts are effectively able to get through their program in the conveyed length of time.

The Dean or chair submits the schedule as per university deadlines through the College Advising Unit which coordinates with the Registrar's Office. Classroom assignments are handled through Khadamat which is the university's facilities management contractor based on the data provided by departments/programs for each individual course including: class size, level, prerequisites and co-requisites, restrictions, faculty instructors, class type needed, etc.

There are some key elements to consider when developing the schedule of classes:
- Faculty workload and availability
  - Will the faculty member assigned to a particular course be full-time? Part time? Adjunct?

- The workload of assigned faculty hours apart from teaching (e.g. project supervision, program coordination, committee work).
- The dean or chair needs to prepare a document that includes two key factors:
    - What is the availability of faculty to teach courses? For full- time faculty, the issue regarding availability should be focused on when the course is being offered to best meet student schedules.
    - But faculty availability is only one part of the equation. Their eligibility to teach given courses is even more fundamental. Do they have the appropriate academic preparation to teach the course? Do they have experience? Deans and chairs should create a matrix which reflects what faculty members are qualified to teach.

- Space considerations
    - Room availability and size of room in relationship to enrollment in course.
    - Type of room the course requires. Is it a lab? Are computers required?

- Time considerations
    - Ensure that appropriate breaks for the courses are factored into the schedule, and ensure that this information is conveyed to faculty members.

- Academic integrity
    - The schedule should be such that in no way is academic integrity apt to be compromised. This requires that classroom size clearly exceeds the total number of students anticipated for the class.
    - What works for the curriculum? How many times a year is the class offered?

- Academic advising of academic status and issues
    - The academic leadership of each program/department must examine the following issues and their impact on the students' schedules:
        - Course Failures (must assist students with scheduling retakes of courses that have been failed).
        - Student withdraws or semesters off
        - Student less-than-full-time loads. If any scheduling activities due to course failure, course withdrawal or unavailability of a course result in an extended time to completion for the student, the Registrar shall place a registration hold on the student until such time as the student meets with faculty advisor who can remove hold once the student make the appropriate changes.
        - Regardless, the academic leader must ensure appropriate documentation in CurriCUNET for any of these anomalies as well

as be prepared to review each student's schedule in light of these "exceptions" to the best fit for that student.

– Informing and involving faculty and staff
  – As appropriate, involve faculty in the planning process, including their preferences. Let them know that our priority is to offer courses when it best serves the needs of the student.

– Informing students and staff
  – As the schedule is developed and confirmed, it is imperative to share the information as soon as possible with students. Students must be made aware of qualifiers such as "your schedule may need to change on the basis of the following factors" whereby those factors, including the need for students to retake failing courses, are identified. The schedule should be:
    – Posted on the student portal
    – Shared with the Admissions department early in the process.
– Unique features of schedule
  – It is vitally important that any unique features of the schedule be identified and responded to. For example, ensuring that all pre- requisites are taken in the appropriate sequence is essential components to the schedule of classes.

3.3.3. Department Website and Promotional Materials

Having an attractive and informative website is a highly efficient if not essential method for the department to communicate with external audiences and prospective as well as current students.

The chair should ensure that all departmental website data is periodically revised and updated. Departmental student and faculty activities and achievements should be properly publicized on the department website.

3.3.4. Faculty Meetings and Committees

Communicating regularly with faculty and staff is essential to the smooth management of an academic department. Because it is rare that the full department membership is together on campus at any particular time, department chairs may be tempted to use regular faculty meetings as communication venues. This practice, however, can waste valuable time and energy in the absence of genuine department business to be addressed.

At the same time, an efficient and organized meeting can both encourage faculty input on important issues and provide an opportunity to nurture the department's collective identity.

A successful department council meeting will depend on several components:
  – faculty meeting need to be scheduled with sufficient advance notice for all involved.
  – There needs to be a clear agenda to keep the meeting moving forward;
  – An agenda is most effective when distributed a day or two before the meeting. Announcements or information that can be handled via email need to be kept to a minimum, with the majority of the meeting focused on discussion, brainstorming, and/or collective decision-making that cannot be accomplished in any other venue.
  – the chair-facilitator starts the meeting on time,
  – Chair gives everyone a chance to contribute,
  – Chair prevents deviations from meeting agenda items,
  – Chair knows when to adjourn, even if this means postponing some agenda items. The most effective meetings will also have one or more identified goals that can be met within the allotted time frame.

Each department also develops its standing committee structure and provisions for any ad hoc committees that it deems are appropriate to effectively doing the work of the department. The departmental faculty committees, at a minimum, reflect the principles of faculty governance at the department level in the areas of personnel, curriculum, admission to the undergraduate and graduate programs, and any policies related to academic standards.

3.3.5. Planning and Retreats

Key to meeting the responsibilities of the chair's position is effective planning. On a daily basis, an efficient system of managerial organization can save time and energy. However, long-range and short-range planning is needed to ensure the department is meeting its obligation to continuous improvement and contributing to college and university's mission. As the "chief academic and administrative officer for the academic unit," the chair can orchestrate planning activities to maximize faculty input and encourage the development of faculty stakeholders in the process itself. Annual faculty retreats, held at venues away from department and usual distractions, can provide an opportunity for collective interaction and creative input, especially at those times when the department is considering or launching a major new development initiative or strategic plan. The chair can later use those issues and decisions that surface at a planning retreat to remind faculty of their common goals to keep the momentum moving forward across the academic year.

3.3.6. College and University Liaison

The chair is most effective when she or he works in tandem with the goals, visions, and plans of the college and the university. It is necessary both to be an advocate for the department when seeking resources and support from the dean and the provost; however, it is the chair's responsibility to support the decisions and goals of upper administration within the practices and policies of daily department life. This is perhaps one of the greatest challenges facing the chair: maintaining a balance between the directives of the dean and the provost and the expectations of demands of the department's faculty. An effective chair will be able to communicate and interpret perspectives to each constituency accurately and in ways that create trust and a sense of common purpose.

3.3.7. Constituents

Critical to the life and growth of the academic home department or unit are groups and individuals outside the department. These may include departments (often in other colleges) whose curricular requirements include one or more courses from the home department. Multidisciplinary research projects can build networks of collaboration across departments. Professional accrediting agencies can also be stakeholders in sustaining curricular quality and rigor. Of special importance are the prospective employers of UAEU's baccalaureate and graduate degree recipients. These businesses, agencies, and organizations can be fertile ground for student internships.

3.3.8. Checklist of Operational Deadlines

A substantial portion of departmental operations involves meeting deadlines. It is important for chairs and the office staff to know what these are and to plan accordingly. An established checklist of important dates for the academic year, based on department and college obligations, can help with operational efficiency as well as with staff training. It can also provide administrative continuity in the event that the chair becomes unavailable.
Although the consequences for overshooting "soft" deadlines may be less severe, no chair needs a reputation for being chronically tardy. Establishing a checklist of the department's important deadlines and planning the workload to meet them on time can prevent both missed opportunities and the loss of political capital for the department.

3.3.9. Department Personnel Management

At the top of department management is the task of handling personnel concerns. Regardless of other pressing issues and department commitments, matters related to faculty, support staff,

and student will consume the majority of a department chair's time and energy. Most personnel issues are difficult, if not impossible, to plan for; instead they present themselves without warning, often demanding immediate action. Almost all personnel issues require a high degree of confidentiality and sensitivity. This section discusses a number of departmental personnel matters.

1. Employee health and medical issues

Some issues related to employee health concerns may be resolved at the department level. For example, a faculty member may simply notify the chair of a medical issue (personal or familial) that requires a temporary schedule adjustment that can be covered by other faculty. All UAEU employees have the right to absent from work due to illness for up to fifteen (15) working days during a contract year with full pay. These cannot be accumulated or carried forward to the next year.

More likely, however, a faculty or staff member's reason for consulting with the department chair is to request a substantial reduced work load to accommodate the medical situation. At this point, the resolution will require the involvement of the college and human resources and the application for a Sick Leave or Special Leave.

No chair can make work-reduction promises to faculty or staff members that are not consistent with UAEU'S policies; therefore, it is a chair's responsibility to involve the college promptly to ensure proper procedural action. The chair needs to be familiar with UAEU's Sick leave and Special Leaves policies, which are designed to alleviate hardship caused if an employee exhausts all paid leave time due to a qualifying illness or injury.

2. Employee Leaves of Absence

Faculty and staff members may request one of several types of leaves of absence, depending on the circumstances. Each of these requires a response that is coordinated between the chair and the college. All leave entitlements and applications are based on appropriate approval. Leave requests are entered electronically through the employee's e-service account. Guidelines and process details can be found on the University's HR Department website and at the e-service portal.

3. Annual Performance

The annual performance review may vary by employee classification.

– Faculty Performance Evaluation

Please refer to the section on Faculty Performance Review under Faculty Affairs for more information on how the performance of faculty members is monitored, judged and developed. It should be noted, however, that all faculty members are evaluated through the on-line faculty evaluation system: https://facultyevaluation.uaeu.ac.ae/.

– Staff Performance Evaluation

The UAEU adopts a performance management philosophy aimed at encouraging a performance driven culture and open communication. It also aims at providing a fair and objective review of an employee's performance during the year as an integral part of employee development.

1. Dean or chair are required to keep their College/Department/Unit current on the goals of the University

2. Dean or chair should meet on an appropriate basis with their staff employees to discuss goal setting and performance. Measuring supervisor's success will include reviewing evidence of activity in this area.

3. Employees are required to familiarize themselves with the goals of the University and their unit, to participate in regular performance discussions and are responsible for preparing appropriately for such discussions.

4. Performance management activity will include at a minimum the following components:

   – a formal annual meeting to set goals and objectives for the upcoming year and to review performance over the previous year.

   – In an employee's first year of hire, a goal setting meeting will take place within the first three months of hire and an annual review meeting will take place on or around the employee's anniversary date (alternatively, the University may direct that annual reviews take place during set period(s) of the year).

   – In the final year of an employee's contract, this review will take place six months prior to the contract end date to assist the parties in contract renewal discussions.

   – The Dean or chair is required to keep a written record of these meetings and the employee shall have the opportunity to add his/her comments and receive a signed copy.

5. Aside from the formal meetings noted above, employees and their immediate supervisors are encouraged to meet more frequently on a less formal basis to discuss activity to date.

6. HR is responsible for supporting performance management activity by providing supervisors and employees with guidance on the holding of goal setting and performance review meetings. HR is also responsible for supporting the parties on matters related to performance improvement opportunities including training, coaching and corrective action.

7. HR will regularly survey supervisors and employees on their perceived training and development needs and schedule appropriate courses/workshops to support the meeting of these needs.
8. The University may adopt different tools to support performance management activity and these may differ between employee categories and types.
9. Review meetings need to be based on the principle of two-way communication. The employee is encouraged to discuss issues, job performance, career aspirations and training and development needs; and the appraiser is encouraged to provide objective, constructive feedback on strengths and areas for development.

4. Performance Mentoring

Once the evaluation is complete, the task often falls to the chair to advise those employees (faculty and staff) whose professional performance fails to meet expectations.

The follow-up to a student complaint may also require that the chair engages in some form of performance consultation with a faculty member. Given that few department chairs have formal mentoring training, there can be no small amount of discomfort involved.

Whereas many of the chair's duties are framed by the needs of the department collective, performance mentoring is a person-specific activity that focuses on that individual's unique areas of expertise, job description, stage of career development, and employment rank and status. It goes without saying that effective mentoring also requires a high degree of confidentiality and sensitivity, without which the chair risks eroding employee trust.

Performance mentoring is best done in reference to clear job performance expectations. Recommendations can then be linked to specific and manageable goals for improvement. It is also effective to establish a time frame for further review, coordinated with the task that is under improvement. Whatever the issue, the conversation needs to be focused on the objective performance, not on personality characteristics or subjective interpretations.

5. Complaints and Grievances

The chair will inevitably face student complaints about faculty behavior, especially unfair grading, or faculty-to-faculty claims of discrimination or harassment. In the first case, it is critically important for the chair not to rush to judgment when a group of students arrives at the door to complain about Professor X's unfair classroom policies. There may be two sides to the story, and it is up to the chair to gather all information fairly. In the event that a student requests to appeal a course grade, however, the university provides clear procedures to follow,

for both undergraduate and graduate students. A faculty committee will be appointed by the chair to study the student appeal and suggest action to the chair to follow.

The university has a formal grievance procedure to follow (http://www.uaeu.ac.ae/en/about/policies/). Part of the chair's responsibility is to attempt to resolve complaints at the department level; nevertheless, once a situation rises to the level of formality, as in a grade appeal or a grievance, the chair should notify the appropriate member of the college staff promptly that such action is underway.

3.3.10. Curriculum and Program Reviews

As the chief academic officer of the department, the chair is responsible for coordinating, with the help of appropriate departmental committees, the curricular and catalog revision processes, program reviews, and assessment. This section summarizes these responsibilities.

1. Curriculum Development and Approval

According to the university's principles of faculty governance, faculty will share in all policy-making related to the department's programmatic and curricular structure.

Any curricular changes must go through the Departmental Curriculum Committee. Each group of related courses should have its own focus group or coordinators that consist of the faculty members teaching these courses. If the coordinators believe that a change to the course is warranted, and have sufficient supporting evidence, the request should be agreed upon within the focus group and then submitted to the Departmental Curriculum Committee for wider review. Ultimately, Curriculum Committee chairs will submit all substantial changes to the College Curriculum Committee which in turn refer its suggestions to the College Council and then to the University's Program and Curriculum Office for review and approval. At that level, a decision may also be made whether the suggested change is of such magnitude that it requires external regulatory or accreditation review and approval.

After the change is made, there must be ample communication to all faculty, students (as applicable) and others involved about the change. Textbook changes go through the Curriculum Committee as well.

The Chair or Dean should play an integral role in assisting to execute changes, inform faculty of the correct procedures, and offer input as applicable.

2. The Master Syllabus

The master syllabus for each course is a university-wide document. Ultimately the department chair or program coordinator is responsible for ensuring the consistency and accuracy of the syllabi for the programs they lead. Deans then ensure that faculty members are provided with the master syllabus for their course(s) along with instructions regarding what may and may not be changed well in advance of the start of a semester.

The Master Syllabus should include the following information:

– Instructor's name, contact information, office hours
– University mission and program-specific learning outcome information
– Course learning outcomes (mapped to program outcomes)
– Course pre-requisites and co-requisites
– Required and recommended textbooks
– Course outline which includes assignments and assessment requirements in relation to the specific content outline and course activities.
– Grading Scale
– Attendance policy
– Course completion requirements
– Make up work policy
– Classroom policies (e.g. prohibitive use of cell phones)
– Academic integrity policy

The topic of the Master Syllabus should be part of the orientation for new faculty in a meeting with the dean or chair. Syllabi should be reviewed each semester and distributed to students on the first day of the semester.

It is essential that faculty be advised by academic leadership that the course syllabus is perceived as a sort of contract with the students, and therefore should not be deviated from until due process occurs. This due process includes the faculty member providing the "faculty course assessment or feedback form" to the appropriate Departmental Assessment Committee Coordinator for discussion at the end of any semester of instruction.

3. Catalog revisions and deadlines

Changes to the UAEU catalog require approval at the department, college, and university levels.

4.   Assessment

In addition to upholding the quality of its programs and curriculum, each academic department is responsible for collecting data on student learning outcomes, with the intension of measuring the effectiveness of the teaching curriculum. The Programs and Curriculum Office coordinates a range of assessment activities across campus and reports to the Provost. UAEU's University Assessment Plan requires that each academic program and unit throughout the university has an approved and operational assessment plan. At the completion of every academic year, each program will submit an Annual Assessment Report to track the implementation and outcomes of its assessment plan. At the department level, it is the chair's responsibility to ensure that assessment data is collected by the appropriate faculty assessment committee and the report is submitted on time.

5.   Periodic Program Review

The periodic program review process applies to undergraduate and graduate programs at UAEU and their host Departments and Colleges.

The procedures for periodic program review of undergraduate and graduate programs are discussed under Academic Programs and are available on the UAEU website at http://www.uaeu.ac.ae/en/about/policies/.

3.3.11. Students

Much of the daily activities in the academic department involve student issues. The myUAEU website serve as portals for a significant portion of student contact with the department and the university. Yet face-to-face interaction remains at the heart of university-student relations and student success.

1.   Recruitment and Retention

At the undergraduate level, some department chairs may view student recruitment as an additional task to handle, especially in times of high student enrollment in their departments. However, student recruitment offers the department an avenue for shaping its major cohorts beyond a mere head count. Area high schools have student populations that may not be aware of the unique curricular opportunities available in various departments at UAEU and their connections to career potential. Here the chair can work in conjunction with the office of the Assistant Dean for Student Affairs in the College and the UAEU Admissions Office as well as develop departmental outreach programs to major local area high schools. The active recruitment of graduate students is also vital to the growth of a department's graduate program.

Retaining and graduating majors and minors are, of course, paramount. Ensuring that those courses required for graduation are taught on a regular basis will help move majors and minors through the program in a timely manner. Student surveys also indicate that a sense of connectedness makes a substantial difference for student retention in a major. The Office of Student Academic Success Program offers resources for student academic success. At the department level, a system of effective and personal student advising is essential, and the department chair can ensure if this system is functioning effectively and meeting students' needs.

2. Advising

At the heart of any department's instructional mission is a program of effective advising. There are several different models of advising at UAEU; the two predominant models are faculty advising as part of workload and a dedicated department advisor (usually in larger departments). There are also two groups of students that need advising: incoming freshman, transfer, or new graduate students; and continuing majors at both the undergraduate and graduate levels. Undergraduate students who are new to UAEU must attend an orientation session and meet with an academic advisor in the college of the intended major or, in the case of undecided students, with an advisor from the University College.

In each academic year, it is the department chair's responsibility to know how many declared majors and minors are in the department, how many are incoming students (both freshmen and transfer), and how many students are close to degree completion. At UAEU, a steady flow of student data comes from the Office of Institutional Research and the Registrar's Office; deans may also keep chairs updated on comparative departmental-student data within individual colleges. Regular communication with the department advisors will also keep the chair informed about relevant student numbers, especially any fluctuations could influence prospective course enrollment and demand.

In the event that department advising is carried out by one or two advisors, the chair's task is simplified through regular contact and information-sharing. In departments in which faculty members advise majors and minors, the chair's oversight responsibility is more complicated. The essential contribution of academic advising to student success means that individual faculty members must be well-informed and carry out due diligence in the advising process. The chair provides oversight and leadership. To say the least, the chair should understand the department's curriculum, requirements related to limited admissions, course prerequisites, degree and emphases (if any) requirements, and so on. Regardless of a department's advising structure, some advising tasks are likely to fall to the chair.

Advising at the graduate level is generally assigned to the department Graduate Coordinator. Informal advising is also carried out by Graduate Faculty mentors who may also serve as thesis or dissertation directors or members. All admission and advising decisions are carried out in coordination with the Office of the Assistant Dean for Research and Graduate Studies.

3. Transfer Credit

Policies regarding transfer credits are listed in the University Catalog. Only official transcripts are accepted when transfer credit requests are made. The course must be assessed by a designated UAEU faculty expert to be equivalent to the course it is transferring in for. All general education courses must meet the catalog requirement.

While the college advising unit may delegate the responsibility for review and approval of transfer credit to an appropriately qualified individual, the ultimate accountability for transfer credit resides with them. When confronted with a transfer credit question for which no immediate answer is available, College advising units are urged to contact the program leader (dean or chair) to get a rendering. In each case, decisions regarding transfer credit should be documented and become part of a growing University-wide repository, under the supervision of the University Registrar, regarding what courses are acceptable for transfer, from which institutions.

External transfer students may apply for admission to UAEU within the framework of the general admission policies of the university.

- Students from the Higher Colleges of Technology (HCT) and Zayed University (ZU) who have met the requirements for enrollment in a degree program in those institutions may apply for transfer, contingent upon the following:
  - Student must be in a Good Academic Standing,
  - Student must satisfy the minimum level of English proficiency (IELTS Academic Module Overall 5.0 or equivalent), and
  - There is sufficient instructional capacity in the relevant College/program.
- Students from other institutions of higher education within UAE or outside, that are approved by the UAE Ministry of Higher Education and Scientific Research, may apply for transfer contingent upon the following:
  - Student must be in Good Academic Standing.
  - Student must have completed at least 12 credit hours or have completed successfully at least two regular academic semesters.
  - Student must satisfy the minimum level of English proficiency (IELTS Academic Module Overall 5.0 or equivalent), and
  - There is sufficient instructional capacity in the relevant college/program.

- Credits accepted for transfer to the university will be determined by the colleges, according to recognized professional standards and approved articulation agreements, and subject to the following conditions:
    - Only those courses taken at another institution in which the final grade is C- or higher will be considered for UAEU degree credit.
    - All credits accepted for transfer will be converted to semester credit hours.
    - Credit hours transferred from institutions operating on an academic quarter system.
    - will receive two (2) semester-hours of credit for each three (3) quarter-hours of credit.

4. Grade Appeals

In the event that a student requests to appeal a course grade, the university provides clear procedures to follow, for both undergraduate and graduate appeals. For more information, reference is made to the Admissions and Enrollment Procedures Manual.

5. Internships

Student Internships and other applied experiences play a vital role in strengthening ties between UAEU and the local and international companies. Internships are administered through the office of the Assistant Dean for Professional Development.
The chair has two important tasks to lead:
- Initiate a discussion within the department about the kind of applied experiences the department needs to encourage for its undergraduate and graduate majors.
- Transform the capstone course or independent study to focus more on the application of disciplinary knowledge to a short-term community-based project or to solve an industrial problem inspired from the student internship experience.

6. Addressing Student Concerns

When a student has a concern about an academic program, it is the responsibility of the academic leadership to respond to and address the concern. When approached by students who have concerns, the Student Affairs Deanship should require that the students share their issues with the appropriate college dean or department chair. In most cases, the concern may be relatively minor and can easily be resolved.

Beyond handling individual complaints, the chair needs a process for addressing ongoing student concerns at the department level. One example is to organize separate meetings with male and female students once a semester. The meeting focus is to discuss students' concerns about the program, solicit ideas for improvement, and nurture a departmental connection with students beyond the formal classroom experience.

In more complex cases where a student may express concerns about the quality of a class, a breach of university policy or something with that level of significance, the dean should communicate with the Provost what the nature of the complaint is as well as the proposed process to lead to a solution. The recommendations should be presented to the Provost and appropriate university administration official.

7.   Addressing Student Conduct

The College Dean must quickly intervene in student conduct issues. The dean will establish a hearing committee of three from among disinterested College faculty members to conduct a preliminary investigation. If the preliminary investigation concludes that the allegation has sufficient substance to warrant formal investigation, the dean shall forward the committee's report to the Provost who may decide to forward the case to the Student Disciplinary Board to carry out the formal investigation.

The Student Disciplinary Board is formed at the discretion of the Vice Chancellor, after consultation with the Provost. The Board shall include three faculty members, among which at least one from the College of Law. Another faculty member will be from the College where the student belongs.

The Student Disciplinary Board will set a date for a formal investigation and will inform the student of the allegation(s) and the date of the session at least ten (10) working days prior to the session.

Within (10) ten working days of the completion of the formal investigation, the Student Disciplinary Board shall submit a formal report to the Provost.

The Provost shall inform the Vice Chancellor of the Board's findings and, if the Board has found that the violation occurred, recommend what, if any, disciplinary sanctions shall be imposed.

3.4. SPECIFIC CHAIR AND DEAN DUTIES

3.4.1. Budgeting and Resource Requests

Academic Deans and Chairs must plan for the acquisition, management and appropriate utilization of supplies and equipment associated with their programs. The place to begin this process is during the annual budgeting process. The Provost will invite academic leaders to submit their requests via the budget. In other words, supply and equipment requests should be planned.

The budget is intended to be a mechanism by which the annual plan is translated in financial semesters. Each program will be asked to create their annual plan and associated budget and submit to their dean for inclusion at the campus level.

The budget should in large measure be an output of the annual assessment cycle. This cycle includes a phase in which academic leaders reflect with faculty members on what needs to occur in order to improve student learning. The answer to this question may require additional resources, which should be included in the budget process.

All budget requests should support activities that fulfill the strategic plan goals and objectives.

The budget will be developed using a justification of each expenditure based upon data, as opposed to simply adding a percentage atop the prior year's spend. Some of the inputs for budgetary consideration include the number of students forecasted to be in which programs over the course of the coming year, or the addition of new academic programs or program-related equipment and supplies that have been identified as ways to improve student learning.

Once the budget has been approved, deans are expected to work with their financial officers on all procurement activities. The financial officer will, in turn, work with appropriate university administration personnel to expedite the order.

3.4.2. Time Away

The dean and chair should both be on campus a minimum of 35 hours, 5-days per week. They should discuss time off well in advance with the dean (for chair) or Provost (for dean).

The dean and chair must communicate how all teaching, committee and other obligations will be fulfilled in their absence. The Time-off Request form must be completed for time off requests.

All deans, chairs and full-time faculty are expected to attend commencement. The Faculty Handbook should be consulted for vacation time, sick time and holiday planning.

There are certain cyclical functions that the dean and chair are involved in. Below are some examples only. The dean or chair should plan in advance and have designees if necessary to assist in the functions outlined in the academic calendar below.

Fall Semester (2014)		
Day	Date	Event
Monday	18Aug	New Faculty report to work
Sun-Thurs	24-28Aug	Placement Exams, New Student Orientation, Advising, Registration
Sunday	24Aug	Returning Faculty and Academic Administrators report to work
Sunday	31Aug	Classes Begin, add/drop begins
Thursday	4Sept	Last day to add courses
Thursday	25Sept	Last day to withdraw/drop without failure
Sunday	28Sept	Application for inter-college transfer
Thursday	9Oct	Deadline for temporary withdrawal requests
Thursday	16Oct	Deadline for inter-college transfer
Sunday	19Oct	Beginning of traditional mid-term examination period
Thursday	30Oct	End of traditional mid-term examination period
Sunday	9Nov	Academic Advising period for Spring semester (2015) begins
Sunday	23Nov	Registration for Spring semester (2015) begins
Sun-Thurs	21Dec-8 Jan	Winter Break (no classes, except for internship students who should follow the schedule of their employers).
Thursday	15Jan	Last day of classes
Saturday	17Jan	Final Examinations begin
Thursday	22Jan	Final Examinations end
Sunday	25Jan	Grades due to Registrar's Office
Monday	26Jan	Grades announced
Spring Semester (2015)		
Sunday	18 Jan	New Faculty (Spring 2015) report to work
Sunday-Thurs	25-29 Jan	New Student Orientation, Advising, Testing, and Registration
Sunday	1 Feb	Classes Begin, add/drop begins
Thursday	5 Feb	Last day to add courses
Thursday	26 Feb	Last day to withdraw/drop without failure
Sunday	1Mar	Application for inter-college transfer
Thursday	12Mar	Deadline for temporary withdrawal requests
Sunday	15Mar	Beginning of traditional mid-term examination period
Thursday	19Mar	Deadline for inter-college transfer
Thursday	26Mar	End of traditional mid-term examination period
Sun-Thurs	29Mar-9 Apr	Spring Break (no classes, except for internship students who should follow the schedule of their employers).
Sunday	26Apr	Academic Advising period for Summer/Fall Semester (2015) begins
Sunday	10May	Registration for Fall Semester (2015) begins
Thursday	4 June	Last day of classes
Saturday	6 June	Final Examinations begin

Thursday	11June	Final Examinations end
Sunday	14 June	Grades due to Registrar's Office
Monday	15 June	Grades announced
Tuesday	16 June	Summer break begins
Summer Semester (2015)		
Sun–Thurs	31May-4June	Advising and registration
Sunday	21June	Classes Begin, add/drop begins
Monday	22 June	Last day to add courses
Thursday	25 June	Last day to withdraw/drop without failure
Sun-Tues	5-7July	Traditional mid-term examination period
Thursday	23 July	Last day of classes
Sat-Mon	25-27 July	Final Examinations
Tuesday	28 July	Grades due to Registrar's Office
Wednesday	29 July	Grades announced; Summer semester ends
Note: Islamic holidays may result in amended dates		

3.4.3. Purchasing/Procurement

The dean or chair should work with the College Financial Manager (CFM) to order educational and office supplies. The CFM can assist with pricing options and ordering to ensure consistency and continuity, and collaborates with the Procurement and Purchasing team at university administration to investigate the best options after research has been conducted.

If the purchase is for books or supplies, the dean or chair should send an email to the CFM detailing the ISBN number(s) and book titles. If the book is for the library, the library manager should coordinate the order with the dean first. A request similar to the one described should be submitted with the dean or chair's approval.

Orders of equipment, furniture and fixtures must be approved and submitted to the Provost. For general office supplies for instructors, staff and administration, the request also goes through the CFM who will subsequently put them through to the appropriate vendor.

It is imperative that advance planning is done in this area and caution is paid to realistic numbers to be in alignment with the budget.

3.4.4. Final Grade Submission and Analysis

Final grades are to be submitted by faculty 48 hours after the class ends or not later than the Thursday of the 16th week of the semester. When grades are turned in, the dean or chair should conduct an analysis to check for grade inflation and average class grade point averages, and detect if there are excessive class failures. The dean or chair should look for patterns that

are outside of the norm or what is generally expected. Should a pattern exist (e.g. disproportionate multiple failures in a specific course), appropriate steps should be taken to ensure that everything within reason was done to help make the student successful and/or that all instruction was imparted according to the syllabus.

If a concern does arise, the dean or chair should consult the instructor to engage in a deeper evaluation of causal factors relating to the unusual trends identified. The outcome of this consultation may include the dean or chair providing specific faculty development opportunities or, if it appears that student performance in the class is outside of what is expected, the faculty member be asked to include any causal factors in the Faculty end of course form and discuss it within the associated focus group in the 16th week.

3.4.5. Faculty Course Evaluations (FCEs)

Faculty Course Evaluations (FCEs) are the end-of-semester surveys that students complete to reflect their opinions regarding the course.

The Registrar will generate a spreadsheet that lists all classes and instructors that are to be evaluated. The Registrar generates the spreadsheet and it should be edited by the dean or chair taking into account that the class size exceeds 5.

The online course evaluations are administered to the students each semester during the last two weeks of classes. The results of the course evaluations are usually made available to all faculty and instructors in the following semester.

All reports should be evaluated by the dean or chair for trends, patterns and/or related factors. The most important part of the FCE process is the dialogue that these reports lead to between the dean or chair and the individual faculty member in the review of the evaluation. This is the time that faculty members should be acknowledged for positive input from the evaluations. Areas that need improvement should be discussed. At times, it is necessary to develop a plan for improvement with a timeline and possible deliverables. If this is the case, the plan for improvement should be documented as part of the faculty member's development plan, and all activities in response to the plan should be tracked and documented as part of the faculty member's ongoing performance evaluation.

It is the dean or chair's responsibility to review the written comments that are summarized on the report and where consistent expressions of concern are raised, develop and implement a plan for improvement. It is also good practice to communicate with students and faculty within the program regarding consistent trends that students comment about, what the University intends to do about it to improve the situation, and then keep the department faculty apprised of improvement efforts thereafter. This lets the entire department know that

the FCEs are not simply a formality or process of "going through the motions," but that they are a feedback mechanism that the university takes seriously as part of our culture of assessment and continuous improvement.

3.4.6. Campus Collaboration

The dean or chair should be the conduit through which information flows to department faculty.

Deans and chairs should take the opportunity to keep all faculty apprised of trends, future events, or even areas of concern that are raised in these university-level meetings. It is their responsibility to create a culture, under the direction of the Provost, of a self-directed team to work collaboratively and be proactive.

Inter and intra campus collaboration and communication is integral and essential to the success of the University and the dean's and chair's role.

Some specific areas that apply to the collaborative efforts between the dean or chair and other departments follow:

- Work with Student Services on behavioral or conduct student issues.
    - Students of Concern Meetings: The dean is a participatory member of this committee which meets regularly to discuss drops, attendance issues, dismissals and appeals. The dean also provides information and input on academic issues. A list should be prepared to share at these meetings as appropriate for (1) grades in progress after they are submitted in week five; and (2) academic status report at end of each term of students who failed classes, are dismissed and/or are on probation.
    - Leaves of Absences: work with Student Services Director in this area to make a schedule for students upon return.

- Leadership Meetings:
    - The dean is a participatory member of this team and provides input to the other members (such as directors of admissions, financial aid, student services, career services coordinator) such that communication lines are open and they are kept abreast of academic issues

- New Student Orientations: Prepare and update power point presentation
- Commencement: Assist with ensuring faculty are present, and soliciting staff to assist in the activities on the day of commencement

- Appeals for reinstatement following academic dismissal: assist in writing documentation for the committee about students' academic histories and any additional relevant statements.
- Assist Admissions and Student Services with prospective, new and continuing student issues and events. .
- Conduct regular meetings on campus with all academic personnel to ensure consistency of approach, timely resolution to issues, and open lines of communication. Regular staff meetings should be held with direct reports.

It is also important to ensure open lines of communication with faculty to discuss issues as they arise.

The dean or chair should generate a campus-based calendar to ensure that there is appropriate academic presence and coverage of all events. This also helps in syllabi preparation.

The dean or chair is responsible for the enforcement of University academic policies by collaborating with all departments. They also must coordinate the resolution of academic problems. As problems that are unusual arise, the Provost should be alerted about the nature of the issue, what the causal factors are, and what steps are being considered for resolution. In other words, delegating upwards should be avoided, but full communication about issues should exist so as to avoid any surprises.

Collaborating with Admissions

The dean or chair must work actively with the Admissions Department to ensure that admissions representatives are conveying accurate and appropriate information about the programs to prospective students. It is also essential to conduct spot checks of students who have been admitted to ensure that academically-driven admissions criteria are being followed. It would be a wise idea to attend an information session periodically. Academic leaders should conduct periodic training sessions with Admissions representatives to apprise them of academic policies, the curriculum, transfer credit policies and similar areas.

The dean or chair should also assist in forecasting how many students will graduate in what time frame and how many openings a class will have (e.g. biochemistry cannot take more than a certain number because this is the class that serves as an indicator of how many students will be in clinical rotations in a certain term and the University must follow the relevant standards). The dean or chair should have a sense for how many students are continuing in the program as this is helpful for campus projects.

In fact, no one should know more about the nature of the academic program than the chair or dean for that program. How many faculty, what their status is (full-time, visiting, adjunct), how

many students are in the program, what students are having what kind of difficulty…all of these types of questions should have a ready answer by the dean or chair.

UAEU Institutional Effectiveness Plan

Another important area of collaboration is the Institutional Effectiveness Plan. The dean is responsible for coordinating this comprehensive report annually, and submitting any needed updates as required by the Provost. Each department submits a report to the dean with successes, challenges, benchmarks, goals and timelines.

PERSONNEL

4. PERSONNEL

Recruitment normally begins with the department and college who request authorization to recruit from the Provost Office. The initiating department takes responsibility for conducting the search and recommending candidates to the dean.

The department chair and the dean recommend to the Provost Office the shortlist of candidates to start the interview process, after which, an offer of employment is extended to the preferred candidate through the Human Resources Department, to be signed and returned within a certain time frame. Specific procedures are then sent to the candidates to facilitate their joining the University.

4.1   FACULTY AFFAIRS

4.1.1   Faculty Appointments

- Qualifications of Faculty Members
  - Assistant Professor
    - An Assistant Professor will normally hold a PhD awarded by a university recognized by the UAE Ministry of Higher Education and Scientific Research. Additional qualifications and/or experience may be required by Colleges.
    - Exceptional appointments may be made in cases where the terminal degree in the field is not a PhD with the approval according to the Signatory Authority.
  - Associate Professor
    - An Associate Professor will normally hold a PhD awarded by a university recognized by the UAE Ministry of Higher Education and Scientific Research and will have held a full-time academic appointment as Assistant Professor for at least four years. Individuals appointed to the rank of Associate Professor must have achieved scholarly performance commensurate with the UAEU requirements for promotion to the rank of Associate Professor. They will normally have been promoted to the rank through a peer-review process. In addition, Colleges may require evidence of teaching proficiency.
    - Exceptional appointments may be made in cases where the terminal degree in the field is not a PhD with the approval according to the Signatory Authority. Individuals thus appointed exceptionally to the rank of Associate Professor must have a substantial record of professional contribution equivalent to the scholarly output expected

of Associate Professors. In addition, Colleges may require evidence of teaching proficiency.

- Professor
  - A Professor will normally hold a PhD awarded by a university recognized by the UAE Ministry of Higher Education and Scientific Research and will have held a full time academic appointment as Associate Professor for at least four years. Individuals appointed to the rank of Professor must have achieved scholarly performance commensurate with the UAEU requirements for promotion to the rank of Professor. They will normally have been promoted to the rank through a peer-review process. In addition, Colleges may require evidence of teaching proficiency.
  - Exceptional appointments may be made in cases where the terminal degree in the field is not a PhD with the approval according to the Signatory Authority. Individuals thus appointed exceptionally to the rank of Professor must have a substantial record of professional contribution equivalent to the scholarly output expected of Professors. In addition, Colleges may require evidence of teaching proficiency.

- Qualifications of Instructors
  Instructors will normally hold a Master's qualification awarded by a university recognized by the UAE Ministry of Higher Education and Scientific Research, or its equivalent in a professional field. They should demonstrate teaching proficiency within the respective professional field. "College" Instructors are affiliated with the different Colleges in the University, while "University College" Instructors are affiliated with the "University College".

- Types of Appointment
  - Regular Faculty and Instructors
    - Regular faculty members and instructors are appointed either in one of the Colleges or the University College for a normal contract period and for duties defined under "Faculty Responsibilities". While faculty members and instructors are normally assigned to one College (or to University College), those with interdisciplinary experiences may be appointed jointly by more than one organizational unit of the UAEU for specified, renewable time periods.
    - Applications for regular faculty positions are reviewed by a selection committee from the concerned Department/College. Candidates are interviewed by the selection committee and the final nominees for the available positions are identified based on their qualifications,

credentials and results of the interviews. No candidate shall be employed without being nominated by the selection committee.

- Visiting Faculty
  - Visiting faculty members and instructors are appointed for a defined purpose and limited period (normally one or two semesters); their contract may be renewed.
  - Appointments to academic ranks relate to the qualifications and experience of the individual.
  - The teaching load of visiting faculty is normally in the range of 12 credit hours per semester and 15 credit hours for instructors.
  - Visiting faculty receive a compensation package including salary, furnished accommodation, return air-ticket (if applicable) and health insurance. The University is not liable for the spouse or other dependents of the faculty.

- Adjunct Faculty
  - Adjunct faculty members are normally residents of the UAE with a primary employment not being at UAEU. They have part-time appointments for a defined purpose and limited period (normally one semester); their contracts may be renewed.
  - Appointments to academic ranks relate to the qualifications and experience of the individuals.
  - Adjunct faculty load is between three and six credit hours per semester.
  - The compensation package of adjunct faculty comprises an hourly rate payment and a payment in lieu of transportation, or exceptionally an agreed-upon lump sum.
  - Payment is made at the end of the semester or monthly following submission of the appropriate time sheets.

- Honorary Appointments
  - Emeritus
  - Emeritus appointments to an academic rank are given to Emirati faculty, upon retirement, who are deemed to have provided exemplary service to the UAEU.
  - Distinguished Faculty
  - Distinguished appointments to an academic rank are given to individuals who are deemed to have achieved excellence in scholarship. They should have produced a substantial body of internationally recognized scholarship that has clearly advanced their discipline. Compensation packages are determined on appointment.
  - Endowed Chair/Professor
  - An endowed chair/professor is a title awarded to a distinguished scholar employed by the University in recognition of financial support by an

individual or organization external to the University. An endowed chair/professor appointment is normally for a prescribed period, or as otherwise described in the terms of the gift that established the position.

- Academic Administrative Appointments
  This category of appointments includes:
  - Deans
    The Dean is the chief academic and operating officer of the College with responsibility for the academic, administrative and financial management of the College and compliance with UAEU Policies and Procedures. Deans are appointed by the Signatory Authority, normally for a four-year renewable period or as agreed upon in the contract. Deans report to the Provost.
  - Vice Deans
    With authority to act on behalf of the Deans in their absence, the Vice Dean is appointed by the Signatory Authority for a renewable period of two years, to fulfill administrative duties assigned by the Dean. The Vice Deans report to the Dean.
  - Assistant Deans
    The Assistant Dean is appointed by the Signatory Authority for a renewable period of two years to fulfill administrative duties assigned by the Dean. The Assistant Deans report to the Dean.
  - Department Chairs
    The Department Chair is responsible for the academic, administrative and financial management of the Department, ensuring compliance with UAEU Policies and Procedures, maintaining a collegial environment, and securing equitable distribution of workload among faculty members. As a regular faculty member, the chair is appointed by the Signatory Authority for a renewable period, normally two years. Following completion of the term of office the Department Chair returns to his/her status as a regular faculty in the Department. The department chairs report to the dean.
  - Coordinators of Graduate Programs
    The Coordinators of Graduate Programs are responsible for scheduling of classes and course offering and for communication with Department Chairs and faculty members to assign instructors for the different courses. They should implement the University regulations related to graduate studies and maintain the quality of the programs through monitoring learning outcomes assessment and periodic reviews to ensure the continuous improvement of the programs. The Coordinators of Graduate Programs are nominated by the Deans, recommended by the Deputy Vice Chancellor for Research and

Graduate Studies, and approved by the Provost and the Vice Chancellor according to the Signatory Authority. The normal term of assignment is two years and assignments may be renewed for additional terms.

- Other Administrative Appointments
Regular faculty members may be assigned additional administrative duties by the Dean, Provost, or Vice Chancellor and are appointed by the Signatory Authority for an appropriate term, normally one to two years. They report to a University authority according to their terms of appointment.

- Types of Faculty Contracts
    - Regular Contracts
        - The Chancellor appoints faculty members based on the nomination of the College Council and the approval of the Vice Chancellor.
        - The Vice Chancellor appoints instructors based on the nomination of the Dean and approval of the Provost.
        - Contracts for faculty and instructors are normally up to four years with an inclusive two-year probation period in their first contract term. Subject to successful performance, contracts can be renewed for further terms.
        - Confirmation of position will be notified, at least, six months before a probation period has elapsed and the remainder of the contract term is then served.
        - The contract terminates automatically at the end of its duration unless a notice of retention or new contract is given by the University.
        - Subject to successful performance, appointments to the Assistant Professor rank are usually renewed once, for a further four-year period. The Assistant Professor must achieve successful promotion to the rank of Associate Professor by the end of the seventh year of service at UAEU. Failure results in the automatic termination of the contract at the end of the second four-year period.
    - Rolling Contracts
        - Rolling contracts are four years in duration and renewed annually subject to successful annual evaluation, such that the duration of the contract is always four years.
        - A faculty member appointed to the rank of Professor may be offered a rolling contract on successful completion of a regular four-year contract.
        - A rolling contract may not be renewed if the annual evaluation does not meet the expectations, if the faculty member reaches retirement age

before or at the end of the current four-year term, or if the position is eliminated, in which case the faculty member may serve the remaining contracted period.

- Special Contracts
  - A special contract may be offered to faculty members and instructors to carry out specific tasks. The terms of the contract are agreed upon between the candidate and the University.
- Academic Administrative Contracts – "Secondary Position Contracts"
  - Regular faculty members may be contracted to full- or part-time administrative positions in addition to their contract as faculty members. Such appointments are recommended by the Dean and approved by the Signatory Authority. On fulfillment of the term of the administrative contract, the faculty member returns to regular faculty status.
  - Individuals with faculty ranks and without faculty contracts may be contracted to academic administrative positions for a defined, renewable, period.

- Faculty Recruitment
  - The general provisions and process for recruitment of faculty are set out in the Human Resources Policy Manual. Recruitment is subject to approval as per the Signatory Authority.
  - The HR Department is responsible for opening new positions or confirming existing positions on request by the College and subject to budget availability.
  - Appointments are normally made within budgeted provisions. Any exceptions must be approved as per the Signatory Authority after allocation of the required budget. Compensation above the normal range must be approved according to the Signatory Authority.
  - All academic appointments must be approved according to the Signatory Authority.

- Faculty Compensation
  Faculty members and instructors are compensated with a normal package of salary, allowances and benefits as per HR policies. This section sets out extraordinary additional compensation (if any).
- Academic Promotion
  Following successful academic promotion, a faculty member's adjusted salary and complimentary allowance will be changed according to the University rules and regulations.
- Allowances

- Administrative Allowance
  Unless it is embedded in their contract, faculty members who are assigned to administrative positions are entitled to a monthly administrative allowance according to the University rules and regulations. The following positions, or their equivalents, are entitled to receive an Administrative Allowance:
    - Dean
    - Vice Dean
    - Assistant Dean
    - Department Chair
    - Academic Program Coordinator
    - Graduate Program Coordinator
    - Administrative allowances may not be combined.
- Special Allowance
  A monthly special allowance may be paid to a faculty member who is assigned to an administrative responsibility other than the ones mentioned above. The amount of the special allowance shall be proposed and approved according to the Signatory Authority.
- Teaching Overload
  Regular faculty members who are assigned additional teaching duties above the normal teaching load are entitled to financial compensation according to related University regulations.
- Commissioned Work
  Faculty members and instructors commissioned to additional duties by the UAEU may be compensated by a sum agreed upon in advance and approved according to the Signatory Authority.
- Contracted Research and Consultancy
  After approval for contracting the research or consultancy, faculty members and instructors may provide the services to parties external to the UAEU and receive compensation provided that:
    - there is no conflict of interest with their appointment as faculty members of the UAEU;
    - there is no interference with their assigned or contracted responsibilities; and,
    - The University resources are not used for the purposes of the service without prior approval.
- Secondment
  Faculty member secondments to entities or parties external to the UAEU, on full- or part-time basis, must be approved by the Signatory Authority. Unless otherwise agreed upon, the University normally incurs no cost for the salary and benefits of seconded faculty for the portion and duration of their secondment.

- Faculty Absence
    - Faculty members and instructors are expected to perform their contracted duties as scheduled each semester. Absences must be endorsed by the Department Chair and approved in advance by the Dean.
    - Except for emergency circumstances or for official missions with prior approval, and for the CMHS, faculty members are not entitled to leave within the published instruction days of the academic year.
    - Faculty members who fail to perform their contracted duties because of absence without adequate notice and institutional approval may be subject to disciplinary actions, non-renewal of contract, termination of contract, and/or loss of pay.
    - Under emergency conditions and unexpected circumstances including illness, faculty members and instructors must notify the Department Chair or the Dean of their absence in advance of their scheduled classes whenever possible.
    - Female faculty members are entitled to Maternity Leave as set out in the HR Policy and Procedures.
    - Faculty members taking planned leave must make adequate arrangements in advance to cover their contracted duties.
    - In the event of an unanticipated absence of a faculty member, the Department Chair and/or Dean may ask another faculty member, instructor or an academic staff person to deliver a message to, or conduct an activity in, the class such as take attendance, provide hand-out materials and homework assignments and/or similar instructional activities.

- Faculty Contract Renewal & Termination
    - Renewal of Contract
        - The Office of the Provost, in coordination with the HR Department, distributes to Colleges a list of faculty members whose contracts are due for renewal, faculty members who have completed the probationary period, and faculty members with rolling contracts.
        - Each College responds to the Office of the Provost with recommendations for contract renewal justified by reference to performance evaluations and faculty needs.
        - The Office of the Provost reviews Colleges' recommendations and makes decisions on contract renewal, according to the appropriate Signatory Authority.
        - The decisions are communicated to the Colleges.
        - Deans prepare and send letters of notification to faculty members concerning renewal/termination of contracts at least six months prior to the date of expiration of contracts.

- Faculty members may appeal the decision according to related UAEU Policies and following the Signatory Authority.
- Termination of Contract
  - Policy as set out in the HR Manual governs the termination of contract and separation management.
  - A contract of employment between the UAEU and the faculty member may be terminated by either party.
  - The University may terminate the contract of a faculty on probation with six months advance written notice.
  - The University may terminate the contract of a faculty member under any of the following circumstances:
    - The faculty member acquires UAE citizenship.
    - The faculty member's resignation is accepted. In this case, the faculty member must provide written notification of resignation to the UAEU with a minimum of a six months' notice, provided that it coincides with the end of a semester. Otherwise, related policies and regulations of the Human Resources are applicable if the faculty member failed to provide six months' written notice. The Vice Chancellor may, under special circumstances, partially or fully, reduce the time requirement of the resignation notice.
    - Termination for cause which includes, but not limited to, persistent failure to carry out work assignments as determined by the Department Chair or the Dean; deliberate violation of the UAEU Policies and Procedures; abuse of authority as a teacher; teaching ineffectiveness. Faculty members terminated for cause may be given notice or cash in lieu of the notice. If given a six-month notice, no compensation is made.
    - Elimination of the faculty member's position, in which case the faculty member is provided a six-month notice.
    - Incurring permanent physical disability that prevents the faculty from fulfilling the contracted duties.
    - Penal dismissal for gross violations of conduct.
    - Criminal conviction or court sentence on the faculty member related to immoral behavior or breach of trust.
    - A faculty member's service ends by the end of the academic year in which he/she reaches the age of 65. Beyond 65, his/her service may be extended annually, according to the Signatory Authority.
    - A resignation is assumed if a faculty member is absent or does not carry out his/her duties for more than four working days without prior

consent. In exceptional cases the absence may be deemed unpaid leave after approval in accord with the Signatory Authority.

4.1.2   Faculty Salaries

The normal faculty salary scale in the table below applies to faculty hired in 2006 or after and excludes the College of Medicine & Health Sciences. The expected salary for the different academic ranks may differ from one specialty to another not only among the different colleges and departments but also among the different areas within the same department. The monthly salary includes an adjusted salary and a complementary allowance.

Rank	Adjusted Salary Range	Complementary Allowance	Total Monthly Salary Range
Professor	22,000 – 27,000	8,125	30,125 – 35,125
Associate Professor	20,000 – 23,000	6,525	26,525 – 29,525
Assistant Professor	18,000 – 21,000	5,100	23,100 – 26,100
Instructor	10,000 – 16,000	2,925	12,925 – 18,925

4.1.3   EMPLOYEE BENEFITS
Relocation Benefits for Employees recruited from outside the UAE

– Relocation Ticket
  – The UAEU shall provide travel tickets from the point of departure to the UAE at the start of employment for employees hired from outside the country.
  – The class of ticket and whether or not eligible dependents will be included is based on employee grade and type. Dependent tickets, where applicable, are only provided where the dependent will be obtaining residency under the employee's sponsorship and normally only during the first six months of employment.
  – In general, the UAEU shall arrange for the air ticket of the employee. In certain cases, an employee may be allowed to make their own travel arrangements. Reimbursement shall be made at the lesser of actual or on the cost the UAEU would have incurred by providing the travel tickets.
  – Employees hired from inside UAE shall not be eligible for relocation airfare.

- Relocation Allowance
    - Employees in grades 7 and above are entitled to a relocation allowance. Allowance rates are established by HR and shall be provided at the start of the employee's contract per the terms of their contract.
    - If the services of the employee are discontinued, either voluntarily or involuntarily, within three years of employment, the employee shall, on a prorated basis, repay the University for the relocation allowance. The Secretary General may authorize an exception to this repayment.
- Hotel accommodation
    - On arrival in the UAE and at the start of employment, the UAEU shall provide employees and eligible dependents with six nights'' hotel accommodation and meals. The Director, HR may approve extension of accommodation.

Special Benefits

In addition to other benefits for which UAEU employees are entitled, special government mandated benefits will be provided to UAE Nationals. Executive and senior level appointments may include additional or alternative benefits commensurate with the position.

1. Annual air Ticket (as cash-in-lieu)

The University provides air tickets to employees hired on external contracts for commencement of employment with the United Arab Emirates University and at the end of employment if the employee is repatriating to his/her home country.

Unless stated otherwise in their contracts, all non-UAE National employees in grade 7 and above, and their eligible dependents, hired after the implementation date of this policy shall be entitled annual air tickets (as cash-in-lieu) as outlined below.

Employee Class	Entitlements
Executive level (Grade 2 and above)	Business class airfare at corporate rates for the employee and eligible dependents from the UAE to the employee's country of residence and back in respect of each year of service.
Faculty and Grade 3- 7	Economy class airfare at corporate rates for the employee and eligible dependents from the UAE to the employee's country of residence and back in respect of each year of service.

Unless otherwise approved by the Director HR, the country of residence shall be specified at the start of employment and reflect the citizenship of the employee. The city of residence is generally determined as the city the employee resided in prior to relocating to the UAE.

2. Educational Allowance

- For regular faculty and regular staff in staff in grades 6 and above, the university will provide an education allowance as follows:
    - Up to the greater of 30,000AED per child per annum (with a maximum benefit of 60,000 AED per family) or 15% of adjusted salary per annum.
    - The education allowance may be used to cover;
        - Tuition fees
        - Book fees
        - Admission, registration, reservation and/or placement fees
        - Exam fees for all mandatory general certificates of secondary education required for graduation from grade 12/13 (A level)
- For regular staff in grades 7 and lower, the university will provide an education allowance as follows;
    - Up to 6,000 AED per child per annum or,
    - A maximum benefit of 12,000 AED per family per annum.
    - The education allowance may be used to cover;
        - Tuition fees
        - Book fees
        - Admission, registration, reservation and/or placement fees
        - Exam fees for all mandatory general certificates of secondary education required for graduation from grade 12/13 (A level)
- Payment shall be extended to eligible children entering Grade 1 and who are required to attend formal school, according to UAE law, to the end of secondary school. Kindergarten and pre-kindergarten is not covered.

- Educational Allowance Process Details

    - Newly hired employees, whose children enter the local school system within the first half of the school year will, unless the school invoice shows a lower prorated amount, normally receive the allowance for the full school year.
    - Newly hired employees, whose children enter the local school system within the second half of the school year will, unless the school invoice shows a lower prorated amount, normally receive the allowance for half the school year.
    - Existing staff employees who receive a grade change from below a grade 6 to grade 6 or above shall receive the allowance as noted above in points 1 and 2. If the employee had already been receiving an allowance from the Government (for Arab employees with children in public schools) this will need to be netted out of the allowance to be paid to the employee.
    - Note that in some rare cases an Arab employee may be worse off receiving 15% of adjusted salary than receiving the allowance paid for Arab employees with

children in public schools. In such cases the employee may choose to decline the 15% allowance and retain the original Government based allowance as long as it remains available to him/her.

–   Where the school has a non-traditional semester system, an exception to the above may be considered (i.e. some Indian schools follow the Indian semester system).

–   Existing employees who already receive the educational allowance and subsequently receive a salary increase shall not normally receive an increase in the allowance already received for that school year. For example, if an employee has their allowance processed in September for the year and then subsequently receives a salary increase in November, no recalculation of the allowance already paid will be made. The employee may only use the increase in salary for following school year (ie. the next September).

3.   Health Insurance Coverage

–   Employees and their eligible dependents (spouse and up to three children aged 18 or under residing with the employee in the UAE) shall be eligible for paid Group Health Insurance Plan coverage. Additional dependent children, up to 30 years of age under the sponsorship of the employee, may be eligible to be enrolled in the Plan on a voluntary basis but at the employee's cost.

–   A wife will only be covered where she is under her husband's sponsorship and not working.

–   The employee is responsible for keeping HR informed of any changes in the resident status of family members.

–   Other restrictions may apply and plan details are covered by contract between the University and the insurance company and may be amended from time to time.

4.   Accommodation and Furniture

–   The university shall provide reasonable accommodation or a housing allowance to all employees. The type of accommodation or level of allowance is dependent upon the grade/rank and type of the position and, for actual accommodation, upon availability.

–   Accommodation is provided for the sole use of the employee and his/her eligible dependents and shall not be used for private business, be sublet or used for other than accommodation for the employee.

–   If both husband and wife are employed by the University, the benefits in this section shall be granted only to the employee receiving the higher salary unless working more than 100 km apart.

- Where accommodation is provided, employees are required to vacate their accommodation within one month of the end of their contract or, for faculty positions, within one month of the end of the semester exams. In the case of dismissal, the employee shall vacate on the date set by the University.
- Faculty employees, and staff employees in grades 5 and above, shall be entitled to a furniture allowance at the start of their employment as per the table below. For Expatriate hires, this benefit is limited to those joining from outside the UAE and for National and GCC hires, to those relocating to new accommodation in Al Ain from a distance of greater than 100 km.

Employee Grade	Single	Married
Professorial Faculty members and Staff grades 3 and above	AED 35,000	AED 40,000
Instructors and Staff grades 4 and 5	AED 25,000	AED 30,000

- The furniture allowance shall be deemed the property of the employee following the lapse of three years of service, which will be calculated from the date of payment of the allowance.
- If the services of the employee are discontinued, either voluntarily or involuntarily, within three years of employment, the employee shall, in a prorated basis, repay the University for the Furniture Allowance. The Secretary General may authorize an exception to this repayment.

5. Moving Expenses

The University provides 2,000 AED as assistance in moving faculty from their home country to the University.

6. Leave Entitlements for Faculty and Staff

All leave entitlements and applications are based on appropriate approval. Leave requests are entered electronically through the employee's e-service account. Guidelines and process details can be found on the University's HR Department website and at the e-service portal.

- Public Holidays
    - The UAEU observes public holidays as determined by the Government and all employees scheduled to work on these days will be given the entitled day(s) off.

- Actual dates/times and duration of public holidays will be determined annually by the Government and as approved by the Vice Chancellor.

- Annual Leave
    - Vacation days are paid days off and are provided to faculty as per the Faculty and Staff Pay Grade and Benefits Chart.

- UAEU Staff employees
    - Non-faculty employees in grades 3 and above are entitled to vacation of 40 working days per year. Grades 4-6 are entitled to 30 working days per year and grades below 6 are entitled to 25 working days per year.
    - Faculty employees work on the basis of "Duty Days". Duty Days are those days in the academic calendar on which employees in these categories are required to be at work.
    - Off-Duty days are those days in the academic calendar on which faculty employees are not required to be at work. The Off-Duty period may vary from year to year but generally should include 35 (thirty five) work days between academic years, in addition to a winter break and a spring break based on the academic calendar.
    - Annual leave should be taken within the anniversary year in which it is accrued. However, leave that is not taken within the anniversary year may, with permission of the immediate supervisor, be carried over to the next year's entitlement. Vacation not used by the end of the second year will be forfeited. Exception in unique circumstances may be made with the approval of the Secretary General for this remaining balance to be paid out.
    - Both the employee and his/her supervisor have the responsibility to ensure that allotted leave is used within the year it is earned. The final decision about the scheduling of leave is made by the immediate supervisor to ensure that the operational needs of the organization are met.
    - Employees are not generally allowed to utilize their annual leave entitlement during the period of probation. Exception may be made with the approval of the Director HR.
    - Vacation balances outstanding at the end of the employee's employment are not taken as "time off" but rather shall be paid out as part of the employee's final settlement.

- UAEU Faculty
    - For faculty members, the vacation days are summer vacation, religious and national holidays and any other vacations that might be specified in the academic calendar.

- During the period of mid-semester and final exams, the faculty members involved in the exam process are expected to run exams even during regular holidays.
- In special cases, and on the recommendation of the Dean and approval of the
- Deputy Vice Chancellor for Academic Affairs, where vacation days will be lost due
- to work requirements, a faculty may receive payment equivalent to his/her salary
- for the lost vacation days.

7. Death or Disability of an Employee or Death of an Immediate Family Member

- Salary and End-of-Service Benefits: In the event of the death of an employee, the dependent family members, or legal beneficiaries of the employee as specified in the employment contract, receive the salary for the month during which death occurred, a payment equivalent to six additional months' salary, and the end-of service benefits. These benefits are in addition to the compensation specified in the respective UAE Cabinet Decision.
- Repatriation: The University pays the cost of embalming and repatriating the body of the employee in addition to repatriating the employee's family and their personal effects.
- Employee payments due to the university: The University may waive any requirement for the repayment of certain amounts owing to the University by the deceased employee.
- Disability: In the event of total or partial disability resulting from accidents at work, the compensation shall be determined in accordance with the appropriate Cabinet Decisions applied by the Civil Service regulations in the UAE on a case-by-case basis. In the event of total incapacity of the employee, the employee may be exempted from repayment of the furniture allowance.

8. End-of-Service Benefits

Faculty and staff employees are eligible for an end-of-service payment upon leaving the employment of the University, after having completed at least one full year of employment. This payment will be at the rate of one month's salary for each full year of service (i.e., 365 days) plus a pro-rated amount for any partial year. Salary for this purpose is the salary applicable in the final month of each contract.

- Repatriation Ticket
  Employees who leave the UAE, either due to end of employment or non-disciplinary dismissal, and where eligible, their dependents, shall be entitled to a repatriation ticket as part of their final settlement where included in their contract or, where the contract is silent, at the discretion of the University.
- Repatriation Allowance
  Faculty and Employees in grades 3- 7 who leave the UAE either due to end of contract or non-disciplinary dismissal shall be entitled to a repatriation allowance of AED 3,000 as part of their final settlement where included in their contract or, where the contract is silent, at the discretion of the University. The purpose of the repatriation allowance is to help offset the cost of the move.

9. Duplication of Benefits

- The entitlement to allowances and benefits shall not be provided to the employee where such allowances or benefits are already available to the employee through employment of the employee's spouse in an Organization with any Government financial holdings and/or ownership in the UAE. This does not apply to housing and furniture benefit entitlement where the employee and spouse work greater than 100km apart.
- The UAEU employee must inform the University when his/her spouse works for a UAE government entity or one of its agencies. Failure to do so will result in the UAEU retroactively recovering any outstanding amounts and possible disciplinary action.
- If duplication of benefits is determined, the University will:
  - If both spouses are employed by the University, grant the benefits to the spouse earning the higher salary.
  - If one spouse works for another government office or agency, restrict University benefits to those that the spouse does not receive from the other government or its agency.

4.1.4   New Faculty Orientation

Once approvals have been received on behalf of a new hire, several important steps need to commence. They include planning for the start of the new faculty member and the orientation of the new faculty member.

Planning for the Start of a New Faculty Member

This includes planning to ensure that the new employee has an adequate office space, computer, network access and an e-mail account.

The following checklist may aid in planning for a new faculty member:

1. Do I have an assigned location for the new employee?
2. Is the new location prepared?
   - Has a computer been allocated? Is it appropriately configured?
   - Is the process for orientation of the new employee to the institution's information technology systems prepared? Is training required to help the new employee understand how to log on to the system?
   - Is printer access established?
   - Are any password or access protocols clearly identified and is a training plan ready before the employee starts?
   - Has an e-mail account been established?
   - Does the new employee's work space look warm and inviting? Are the regular tools and office supplies in place? Stapler? Paper clips? Paper? File folders?
   - Has the new faculty member received a tour of the building, and access card to buildings?
3. Are all Human Resource elements of the new employee's on-boarding well thought through and part of the plan?
4. Is there an orientation plan that can be reviewed with the new employee on the first day?

It is important to send an early message to the new employees that they are important to the University, and that all necessary steps have been taken to make sure they feel welcome and can become productive as soon as possible.

Human Resources has a welcome introduction guide to all new UAEU employees that contains all necessary university information, benefits, city information and services, among others. The guide is also available from the HR Information Resources site at https://sharepoint.uaeu.ac.ae/sg/hr/Pages/resources.aspx.

Orientation of the new faculty member

The HR orientation process during the first week of the new employees covers a great deal of "global" University issues. It also provides some of the traditional required training regarding policies. But it would be a mistake for the supervisor to believe that this orientation helps new

team members get the details they need to be effective in their job. The expectation that new employees receive job orientation is part of the role of the supervisor.

Deans/Chairs should design new faculty orientation so that the right information is provided to the new team member in the right time frame and at the right amount.

During the new faculty orientation, there are several key points that should be included:

1. New faculty members should be made aware of the University mission and institutional and programmatic learning outcomes preferably prior to their first week. This should include significant face-time with their Dean or chair in which these items are fully discussed and opportunities for questions and dialogue included.
    – For this reason, it is a good idea to give new faculty members less than a full teaching load in their first semester. Sufficient time should be provided to ensure that faculty members are properly socialized to UAEU's mission, vision, values, culture and learning outcomes. This goes well beyond what new faculty members can expect to receive in their first day of orientation at University Administration.
    – What should not occur is that new faculty members are hired two weeks before a semester of instruction begins, they are assigned a full load and are given the course syllabi the week prior to classes starting. Giving new faculty members insufficient time to digest the culture of the University, to review the syllabi and related textbooks, to engage members of the Learning Community associated with the courses they are teaching, and to develop lesson plans, is a recipe for disaster. It is not sufficient for us to conclude that "they are seasoned faculty members Therefore all we need to do is give them the syllabus and textbook and let them fly."

    A key point here is that it is the dean or chair's responsibility to ensure that faculty members understand the institutional and programmatic learning outcomes and how their assigned course student learning outcomes fit into the greater context of the program before and during their first teaching assignments! And this is something that must be repeated...frequently...to ensure proper faculty member orientation and alignment. An excellent tool in this context is the programmatic curriculum map, which should identify all of the courses in the program and how they are intended to support student achievement of the learning outcomes.

2. Chairs should provide copies of the master syllabus to the new faculty member and be clear on what parts of the syllabus may and may not be altered by the new faculty member. They can suggest that new faculty meet with the course coordinators in order to review the updated syllabus before the faculty member provides the syllabus to students. Such meetings should help engage the faculty member in a discussion about the relationship between the course learning

outcomes that the faculty member should drive towards, and the programmatic outcomes that the course contributes to.

3. Early in the orientation process, deans and chairs should provide the new faculty member with a set of performance objectives. This should include (but are not limited to) information on:
    – Course assignments and expected outcomes.
    – Expectations regarding faculty compliance with University policies (e.g., when and how grades are to be turned in, what meetings faculty members are expected to participate in, the University's expectations regarding how time is to be spend in the week after the session ends, completion and submission of a UAEU biographical sketch and curriculum vitae, filling the online faculty profile, etc.).
    – Contribution to the programmatic curriculum committee.
    – Proper use of Black Board in managing course material and communication with students. An orientation session on use of Black Board should be planned for new incomers.

4. Early in the orientation process, deans and chairs should give the new faculty member a copy of the most recent version of the University Catalog and spend some time reviewing key portions of the catalog as part of the orientation process. For example, the University's expectations regarding grading, student academic honesty, student conduct and processes to be used when faculty members have concerns about student conduct, the grade appeals process…are all examples of key information that resides in the Catalog that should be reviewed with new faculty members and discussed in an ongoing manner in program-specific faculty meetings.

5. Early in the orientation process, deans and chairs should also give the new faculty member a copy of the University's Faculty Handbook and should create a plan to review key elements therein as well, including the policies and procedures expected of all employees.

6. New faculty members are expected to participate in the orientation sessions for all new employees coordinated through Human Resources. It is an expectation of the University that deans and chairs will ensure that this training occurs.

7. Within the first 30 days, the new faculty member must have a chair or dean-led discussion of a tailored faculty development plan. In addition, deans and chairs are responsible for ensuring that the faculty member prepares his/her online profile.

4.1.5   Faculty Responsibilities

Note: Applies to all UAEU faculty members and instructors except those in the CMHS.

Faculty responsibilities in their roles as teachers, researchers, and community members are defined with respect to the central functions of the UAEU and represent the standards by which their contribution will be assessed.

Faculty members are bound by the Code of Professional Ethics, are expected to spend at least 35 hours per week in teaching, research and service to the University and to the community.

1.   Teaching

All faculty members with teaching responsibilities are expected to be effective teachers commensurate with their rank and experience. They should contribute to the overall effectiveness of the academic programs to which they have been assigned. All faculty are expected to create and maintain an educational environment that facilitates and supports student learning. In order to achieve this, faculty members are expected to:

- Develop course syllabi and instructional methods (lectures, tutorials or labs) to professional standards, use appropriate educational technology, coordinate with others where appropriate, and adhere to the assessment criteria required to ensure that students have achieved the learning outcomes at a level commensurate with UAEU's academic standards.
- Contribute to the development and review of curriculum and the assessment of students' learning at the course, program and institutional levels.
- Coordinate their instruction and assessment with others, so that students experience an integrated, cohesive program of study.

Classroom pedagogy should reflect best professional practices and the utilization of appropriate technology to enhance teaching and learning. Faculty are responsible for:

- The assessment of each student's academic work by assigning grades that reflect individual student progress
- The use of grading standards and evaluations to ensure that students have achieved learning outcomes at a level commensurate with the University's high academic standards

Teaching Load

- Faculty members should fulfill their teaching commitments according to the teaching workload Policy. Faculty (excluding the College of Medicine and Health Sciences) should expect teaching load assignments each semester as follows:
  - Instructors: 15 credit hours (weekly) or its equivalent of contact hours.

- – Faculty: 9- 12 credit hours (weekly) of undergraduate courses or 9 credit hours (weekly) of graduate courses. Pro-rata load is considered for faculty teaching a mix of undergraduate and graduate courses.
- – Faculty must adhere to official schedule of classes and office hours.
- – Faculty members are required to schedule and post at least four office hours weekly (two hours for each campus, male and female). University College instructors must give time for office hours and committee service as set by the Dean of University College and approved by the Provost.
- – Faculty members are required to schedule and post weekly office hours, distributed fairly between males and females, and based on the number of sections and number of students they teach. The minimum commitment is six hours per week. Colleges may determine additional requirements. University College instructors must give time for office hours and committee service as set by the Dean of University College and approved by the Provost.
- – Faculty members should maintain attendance records for all class and laboratory sessions. Any discrepancy between the actual class list of attendees and the official register must be brought to the attention of the Office of the Registrar.
- – The University may schedule make-up classes in order to compensate for class meetings lost to public holidays or changes to the academic calendar.
- – Faculty members must schedule final examinations as set by the Registrar unless extraordinary permission has been given to reschedule a final exam. Rescheduled final exams must fall within the final examination period and must follow the UAEU Policy in this regard.

2. Scholarship

All faculty members having the rank of assistant professor, associate professor and professor are expected to develop and maintain a program of scholarship that is appropriate to their appointment, discipline and area of specialization. Full professors and associate professors are expected to be more productive in research.

Research Active Faculty

While research activities in different disciplines need to be measured in different ways, the UAEU's expectation is that all its faculty members are engaged in active research. Research active faculty are those who publish their findings in internationally peer-reviewed journals that are at the top of their fields, acquire internal and external research funding, and train undergraduate and graduate students. Therefore it is expected that department chair and senior faculty members within each department and college will mentor the newly recruited faculty members so that they can establish their independent research programs. Therefore, the

expectations from senior faculty members are much higher than those faculty members who are at junior ranks in their academic career. In line with these measures (publication track record and securing research grants) for each faculty member are already being used during their annual performance evaluation and promotion.

It is widely recognized that there are variations in the research culture and publication trends of various disciplines with medicine and life sciences for example publishing and referencing articles at a much higher rate than in Math and Education. Also, funding for Engineering and the Applied Sciences is typically higher than for Social Sciences or Humanities.

Thus, evidence for research activity and targets for research activity will vary depending on the discipline. The Office of DVC for Research and Graduate Studies plans to engage in a dialogue with the colleges to work out relevant targets for research productivity in each College which would reflect on the respective faculty members in each discipline. In general, full-time faculty members are expected to strive for scholarly leadership in their fields and maintain continuity by publishing on average at least two original research papers annually in leading indexed journals and scientific conferences.

3. Service

- Faculty members are expected to attend events scheduled by their academic department, College and University that contribute to the well-being of the UAEU community, including but not exclusive to departmental and college meetings and events, Annual Convocation, and Graduation.
- Faculty members are expected to contribute to the external and internal service mission of the University. External service is viewed as an extension of the knowledge and skills of the faculty, which are made available to the community at large. Internal service includes student advising and mentoring and participation in University governance.
- Faculty members may be assigned duties that fall within their expertise and role and contribute to the service mission of the University. Such duties may be assigned to faculty members by the senior administration of the UAEU.

4. Possible Conflict of Interest

The University considers any business or professional activity by an employee outside the University a potential conflict of interest. Employees of the University must avoid conflicts of interest especially when it may potentially harm the integrity or mission of the university. In all circumstances, such activities must not interfere with assigned University responsibilities and should advance the university mission.

- An employee of the university who provides, or whose family (parents, children, brothers or sisters, spouse and spouse's parents) provides goods or services to the University must disclose this relationship to the Office of the Secretary General prior to offering the goods or services.
- Faculty and professional staff may engage in consulting, service or other activities for pay only after receiving written approval from their dean, director or authorized university official. University property, equipment and facilities shall not be used to support outside employment unless approved in writing by the dean, director or other authorized official.

4.1.6   Faculty Performance Review

Note: Applies to regular faculty members except those in College of Medicine and Health Sciences.

This section details the requirements and process by which the performance of faculty members is monitored, judged and developed. It provides indicators that assess levels of faculty performance and the extent to which this performance supports Department, College and University Strategic Plans, generates a narrative report outlining strengths and points of possible improvement in the faculty's performance, gives direction for future planning, and identifies the resources needed to support faculty development.

- The Faculty Performance Review is an evidence-based and peer-reviewed process that guides the professional development of faculty.
- Faculty members are reviewed for their performance in teaching, scholarship and service, and their collegial conduct. In the context of the University's Mission of becoming a world-class research-intensive university, scholarship assumes a vital role in the performance review.
- The Faculty Performance Review informs decisions pertaining to promotion and renewal of faculty appointments.
- The review of the faculty performance is based on a self-study report that is supported by evidence of achievements provided by the faculty member.

The Faculty Performance Review process is based on the academic values of collegiality, peer review, and collective critique. It requires the application of the academic skills of critical reasoning and impartial judgment based on available evidence.

The performance of all faculty members in Teaching, Scholarship and University and Community service is continuously assessed at the Department and College levels through the on-line faculty evaluation system. The factors taken into consideration include productivity and accomplishments in these three areas of competency.

Peer Evaluation of Teaching (PET), consisting of a series of classroom visits, is another effective mechanism to evaluate faculty teaching performance, and to guide the professional development of faculty in the area of teaching and instructional effectiveness. The Peer Evaluation Teaching does not have to be conducted annually. However, it should be conducted for newly appointed faculty during their first year of service, and for faculty applying for promotion. For all other faculty, the evaluation is conducted every 2-3 years. Both faculty performance evaluation and peer evaluation of teaching provide useful mechanism to guide the professional development of faculty and for decisions pertaining to promotion and renewal of contract of faculty members.

1.   General

The Faculty Performance Review process is based on the academic values of collegiality, peer review, and collective critique. It requires the application of the academic skills of critical reasoning and impartial judgment based on available evidence.

2.   Frequency of the Performance Review Process

- – The faculty performance is reviewed annually by the Department Chair and every other year by the Department Performance Review Committee and the Dean.
- – For a typical faculty member, the process will start in the first year of joining the University through the preparation of an 18-month work/activity plan starting from the date of initial appointment. The interim review will take place before the end of the first academic year. The self-evaluation report will be prepared by the end of March of the following academic year and the review process should be completed before the end of the second semester of that academic year.
- – If the faculty member successfully completes the probationary period, the same process will be repeated in the third year and fourth years of appointment. Faculty members with rolling contracts will be subject to the same process.

3.   Timeline

The following timeline should be considered in the planning and review of faculty performance.

Activity	Deadline		Responsibility
	Start	**Completed**	
Year one			
Preparation of faculty work plan	Mid-September	End of September	Faculty
Review and approval of work plan	Early October	Mid-October	Department Chair
Interim review	Mid-May	End of May	Department Chair
Year two			
Self-study report on performance	Mid-March (following AY)	End of March (following AY)	Faculty
Departmental review committee report	Early April	Early May	Committee
Department Chair review	Early May	Mid-May	Department Chair
Report sent to individual faculty		Mid-May	Department Chair
Individual faculty response on report	Mid-May	End of May	Faculty
Dean's review and evaluation	Early June	Mid-June	Dean

4. Preparation of the Work Plan

- At the beginning of the academic year, each college holds a workshop that focuses on the College strategic plan and discusses how department plans dovetail with the College plan. The workshop sets the context for the faculty members' planning and review process.
- Each department's plan sets out directions and standards for faculty members in the areas of teaching, scholarship and service. The balance of contributions will depend on individual circumstances, such as rank and length of service. A departmental plan is established by the Department Chair in consultation with the faculty in the Department and should be considered a collegial activity and shared commitment.
- Faculty members draft their goals for a period of 18 months in the context of the departmental plan. Goals should be specific, measurable, achievable, relevant and timed. They may contain short-term objectives that are steps towards the achievement of a longer-range goal. Dependencies, where the individual 'depends' on someone else or something to achieve a set goal, should be identified within the goal setting process.
- The faculty member's draft plan is reviewed, discussed and adjusted as needed by the Department Chair together with the faculty member. Once agreed upon, it is submitted to the dean.
- The Department Chair writes a concise report including his or her comments on the submitted plan and the resources and development needs that have been identified by each faculty member. This report is provided to the faculty member and submitted to the dean.

5. Interim Review

Within the second half of May, the Department Chair should call for a formal interim review meeting with each faculty member to discuss progress towards achieving goals on the work/activity plan. Discussion will include issues requiring resolution and the failure of dependencies. Goals set at the outset of the 18-month period might be revised as a consequence of the discussion. The Department Chair should give feedback to the faculty member on the qualities of his/her contributions to date and provide quantitative assessment for the performance of the faculty in teaching, research and university and community services based on the progress made during the first year of the review cycle. The feedback should be constructive and motivational.

6. Self-Study

Each faculty member prepares the self-study. It should be an open, frank and reflective account of performance against the activity/work plan. It should explain the conditions that facilitated or prevented successful achievement of goals. It is the responsibility of each individual faculty member to ensure that the best available evidence related to his or her performance is submitted together with the self-study to the Department Chair by the deadline.

7. Performance Assessment: Departmental Review Committee

- The Departmental Review Committee is appointed by the Dean in consultation with the Department Chair. The Department Chair is not normally a member of the Committee. The Committee should include at least two faculty members from the Department. The third member of the Committee should be a professor, who can be from the same or a different Department in the College. The Committee should be chaired by a professor. Nominated members should identify any potential conflict of interest with the faculty member being evaluated. In such cases, the Dean will decide if they should be permitted to serve in the Committee or not.
- The Department Review Committee should meet with the Department Chair to discuss the review process and its narratives.
- In large departments, responsibilities for an initial review of individual faculty submissions may be delegated to an individual member of the Review Committee who will produce a report for consideration of the whole committee.
- The review process and its outcomes are confidential to the Department Review Committee and the Department Chair. Members of the Department Review Committee are responsible for ensuring confidentiality, collegiality, impartiality and absence of external interference in the process.

- The Departmental Review Committee will use the self-study and the available evidence to form reasonable and justifiable conclusion that will be set out in the form of a narrative. The narrative should indicate:
    - the performance level in the three areas and the extent to which goals have been met or not;
    - mitigating factors affecting faculty performance over the planned period, e.g. failure of dependencies, illness, etc.;
    - support, resource and development needs; and
    - suggestions for goals for the forthcoming cycle of planning and review.
- The Chair of the Department Review Committee is responsible for the fulfillment of evaluation based on the related policies. The Chair may ask the faculty member under review for additional evidence should this be needed to assess the extent to which a goal has been met.
- Decisions are made by consensus or a majority vote in the case of failure to agree. The Chair of the Department Review Committee will notify the Department Chair of such disagreement and document this within the review report. The Review Committee Chair finalizes the report and submits it to the Department Chair.
- The Department Chair will determine if further consideration by the Review Committee is required in which case the Department Chair will require the Committee to reconvene.
- The Department Chair will confirm that the review process has been completed properly.
- The Department Chair should write a response to the Review Committee's report on each faculty member. The response should, at minimum, comment on the collegiality of the faculty member and give recommendations for goals and other actions for the subsequent work plan.
- The Department Chair will send the combined report to the faculty member, who may write a response and send it back to the Department Chair by an agreed deadline.
- All reports and responses are sent to the Dean for final review and evaluation.

8. Department Chair Responsibility

- The Department Chair should ensure effective communication with all faculty members about the process, requirements and deadlines for work/activity planning and review process. He/she should discuss, review and revise as needed.
- The Department Chair should conduct an interim review as set out in these Procedures and quantitatively assess the performance of the faculty based on the reported achievements.

– The Department Chair should not participate in the work of the Departmental Review Committee until he/she receives the narrative evaluation reports for each faculty member from the committee.

9. Role of the Dean

– The Dean reviews all reports in the evaluation of the performance of faculty members and comments from the Departmental Review Committee, the Department Chair, and the faculty member's response.
– The Dean has the final decision in all matters pertaining to the planning and review process, including management of any grievances.

10. Grievance

Where a faculty member has a grievance over the operation or outcomes of the planning and review process, the faculty member must provide a written account directly to the Dean. The Dean should respond to such cases within ten working days of receiving the complaint.

11. Student Evaluation of Teaching

Towards the end of each semester, students are given a questionnaire on each course they took. The results of these questionnaires become a part of the faculty member's performance report and will be considered in performance evaluations used for promotion.

Faculty members and instructors should consider the student evaluation of teaching as a good indicator for their performance in teaching. They should identify their own areas of strengths and weaknesses and hence strive to improve their performance in teaching through attending relevant faculty development programs.

4.1.7 Faculty Promotion

Note: Applies to all faculty members except those in the College of Medicine and Health Sciences.

The UAEU promotion process provides a standard mechanism to evaluate the professional development of faculty members and their achievements in teaching, scholarship and service.

– Promotion in academic rank gives formal recognition by the university of a substantial record of achievement by the faculty member, appropriate to a given rank. It confirms that the individual has the potential to make a continuing contribution to the UAEU's Mission in teaching, scholarship, and service.

– Promotion is based on application of defined standards.

– Although individual faculty members may differ in the emphasis they give to teaching, scholarship and service, some level of accomplishment is expected in all three areas.

– Faculty members will provide a portfolio of evidence for each of the three domains of activity: teaching, scholarship and service. This evidence is supplemented by the outcomes of performance reviews, evaluations of scholarship by external peer reviewers, and both student and peer evaluation of teaching.

– The promotion standards detailed in this policy are a minimum. On the approval of the Provost, a College may identify additional criteria at or above the UAEU standards as appropriate to the requirements of the discipline or the profession.

1. Promotion Application Procedure and Requirements

– The process commences at the end of September when the faculty member submits a formal request for promotion together with his/her portfolio of evidence. Candidates applying for promotion must ensure that all required materials are available and that supporting documents have been prepared properly.

– The promotion file should include the following documents:
  – The Basic Information Form.
  – Six copies of the applicant's resume.
  – Copies of all "Performance Review Reports" and/or any other evaluation forms used in previous reviews.
  – A performance and achievements report of no more than 15 pages detailing how the performance of the applicant meets the criteria for promotion to the particular academic rank.
  – A publication summary table, including the publication title, name of publisher, date of publication (or letters of acceptance), pages, volume reference and name(s) of author(s), should also be provided.
  – To a maximum of 10 scholarly publications, six copies of each publication submitted to support the promotion application and for consideration by external reviewers.
  – A report on the candidate's participation and contribution to joint publications. If the candidate was not the first author in a publication to which he/she claims a major contribution, supporting documentary evidence of the degree of participation may be provided.

- A copy of the candidate's thesis or dissertation and a list of any subsequent publications related to the MSc/MA thesis or PhD dissertation.
- A list of five prospective external reviewers. The candidate may also request that individual external reviewer(s) be excluded on the grounds of potential conflict of interest.
- A CD including the basic information form, applicant resume, performance and achievement report, list of prospective external reviewers, and a separate folder including all the papers submitted for external review and a summary table/list of these papers.
- If the candidate is serving as a Department Chair, the Dean takes over all responsibilities herein assigned to the Department Chair. The promotion file should be submitted to the Dean who should refer the case to the College Promotions Committee and submit the final report and other supporting documents to the Provost.

2. Timeline for Promotion Review

The tentative timeline of different review milestones is provided in the following table. This timeline may differ slightly from one year to another based on the academic calendar and national holidays.

ACTION	TIMELINE
Submission of the promotion file to the department chair's office	No later than end of September
Review by the department promotions committee (including external reviewer's evaluation)	Begins October 1st and ends by February 1st
Review by the dean	Begins February 1st and ends by end of February
Review by the college promotions committee (if applicable)	Begins March 1st and ends by March 15th
Review by the promotions advisory committee	Begins March 15th and ends by end of April
Review by the Provost	Begins by May 1st and ends by May 15th
Review and decision by the Vice Chancellor	Starts by May 15th and decision made by the end of the first week of June.
Appointment in the new rank for promoted faculty	September 1st of the next academic year

3. Promotions Committees

Participation in evaluation and decisions related to promotion in the college shall be limited to faculty members whose academic rank is higher than the candidate's. Therefore, Assistant Professors may not be members of department or college promotions committees.

- Promotions Advisory Committee
  The Promotions Advisory Committee is chaired by the Provost or his/her designate. Normally, the committee will include a Professor from each College. The composition of this committee is at the discretion of the Provost.
- College Promotions Committee
  - At the beginning of the academic year, each Dean shall appoint a College Promotions Committee, and assign a chair for the committee.
  - All Departments should have at least one representative (at the rank of Professor) on the College Promotions Committee. Departments that do not have a faculty member at the rank of Professor should be represented by a faculty member at the rank of Associate Professor, who will participate in promotion applications only to the rank of Associate Professor.
  - Department Chairs may serve in the College Promotions Committee provided that they satisfy the condition of adequate academic rank.
- Department Promotions Committee
  - The Dean shall appoint for each department a Department Promotions Committee and shall select its Chair in consultation with the Department Chair at the beginning of the academic year. Department Chairs may serve in the Department Promotions Committee but not as its Chair.
  - In case of no sufficient number of Professors within a Department, the Committee may include Associate Professors. Associate Professors may evaluate applications for promotion only to the rank of Associate Professor. If applications for the rank of Professor are under consideration in a department with insufficient number of professors, the case must be referred to the College Promotions Committee.
  - If there is no sufficient number of Associate and Full Professors in a Department and also for small departments, promotion cases should be directed to the College Promotions Committee.

4. Review Process

- Review of the Department Promotions Committee
  - Upon receipt of the promotion application, the Department Chair reviews the promotion file to verify that the candidate is eligible to apply. The Dean notifies the Provost of eligible applications by end of the first week of October.
  - The Department Chair submits the application to the Department Promotions Committee for initial review to determine the merits of the application. The Department Promotions Committee may request supplementary information to complete the initial review.

- If the initial evaluation of the case by the Department Committee is not supportive of promotion, the candidate may be advised by the Department Chair or the Dean to withdraw the application. If the candidate wishes to proceed, the process should be continued. The application for promotion cannot be withdrawn once it has been sent to external reviewers for evaluation.
- The Department Promotions Committee must consider all reports that are received from external reviewers.
- The Department Promotions Committee should conduct a comprehensive review and evaluation to assess the candidate's performance in teaching, scholarship and service.
- Upon the completion of its review, the Department Promotions Committee should submit all external review reports/letters, its own evaluation report and its recommendation to the Dean of the College.

- External Review

Each application must be reviewed by at least three external experts in the candidate's disciplinary specialty. Criteria for selection of external reviewers are:

- External reviewers are senior faculty members or administrators at international research universities. They should normally be full Professors but should at least hold the academic rank being applied for. External reviewers should not be friends, graduate school acquaintances, former professors or colleagues of the candidate. They should not normally have personal or academic connections with the candidate. Where this is unavoidable, the reviewer must declare and describe the nature of the relationship within their evaluation and only one of such reviewers may be utilized.
- Prospective external reviewers must not be approached or contacted by the candidate prior to or during the review period. In addition to the individuals listed in the candidate's promotion file, the Department Chair and the Department Promotions Committee will each prepare a list of prospective reviewers. The Chair of the Department Promotions Committee will submit the three lists of prospective reviewers to the Dean.
- The Dean will review the three lists and prioritize and eliminate names on each list, based on their research specialties and qualifications, and communicate the names to the Chair of the Department Promotions Committee. The Chair of the Department Promotions Committee will write to the individual ranked first on each of the three lists, inviting them to participate as external reviewers. If no response is received within four days or the individual declines, the individual ranked second on the same list will be approached. At least one reviewer from each list must be selected to serve as an external evaluator. However, if the reviewers listed in any of the three lists are exhausted, reviewers might be selected from the other two lists.

- Telephone conversations, if any, between the Chair of the Department Promotions Committee and potential reviewers must be documented.
- External reviewers should receive the candidate's publications and CV, a copy of the UAEU criteria for promotion, and evaluation templates that include additional College-specific standards as appropriate.
- The external reviewer should be asked to report in the following format:
    - Refer solely to the candidate's scholarly performance and evaluate it with respect to the academic rank being applied for, using the indicators "excellent," "very good," "satisfactory," or "unsatisfactory."
    - Comment on the extent to which the candidate's scholarly record makes a significant contribution to the discipline and has been recognized by others.
    - Express a view on the candidate's potential for continued scholarly productivity.
    - Form a judgment on whether the scholarship merits the award of the academic rank being applied for.
    - Describe their relationship to the candidate (if any).
- Review of the Department Chair
    - The Department Chair should provide an appraisal report that generally describes the candidate's performance in teaching, scholarship and service in comparison to other faculty members in the Department, and in the context of both the UAEU Code of Professional Ethics and Faculty Expectations. A statement on candidate's collegiality and professionalism should be included.
    - The Department Chair's report and any other supplementary documents should be submitted to the Dean of the College.
- Review of the Dean
    - The Dean shall provide his/her own assessment of the candidate's application taking into account all information received from the Department Promotions Committee. The Dean should also provide his recommendation on whether to proceed with the promotion of the candidate or not.
    - In case that the Dean's recommendation is not in agreement with the recommendation of the Department Promotions Committee, the Dean should forward the case to the College Promotions Committee after the completion of his assessment.
    - In case that the Dean's recommendation is in agreement with the recommendation of the Department Promotions Committee, the Dean shall forward the following documents to the Provost's Office:
        - The main promotion file compiled by the candidate including the CV and the performance and achievements report.
        - Available faculty performance evaluation reports and students' evaluation of teaching.

- The Peer Evaluation of Teaching (PET) report.
- One copy of papers submitted for external review.
- All external evaluation reports and related communications.
- The Department Promotions Committee's report.
- The Department Chair's report.

- The Dean's report.
- Review of the College Promotions Committee
  - The College Promotions Committee should be consulted if the recommendation of the Dean is not in agreement with the recommendation of the Department Promotions Committee.
  - The College Promotions Committee should conduct an independent assessment of the candidate's performance with reference to the evidence it has received from the Department Promotions Committee, the Department Chair and the Dean of the College.
  - Upon completion of its review, the College Promotions Committee should submit to the Provost Office all the documents listed under (iii) of sub-item d) Review of the Dean, in addition to its own report.
- Review of the Promotions Advisory Committee
  The Committee shall review all submitted documents and reports that have been received from the Dean or the College Promotions Committee. If needed, the Committee may request additional information from the Dean of the concerned College. Each application should be reviewed independently by members of the Committee. The Committee should provide its recommendations to the Provost including detailed justifications.
- Review of the Provost
  The Provost receives the recommendations from the Promotions Advisory Committee and may:
  - Endorse the recommendations of the Promotions Advisory Committee
  - Request a deliberation in a closed session with the Promotions Advisory Committee for further review and discussions to endorse or overturn the recommendation of the Committee by the majority of votes.
  - If the positive votes are equal to the negative votes, the case should be referred to the Provost who will submit final recommendations to the Vice Chancellor.
- Decision of the Vice Chancellor
  Based on the recommendation of the Provost and all other documents and reports, the Vice Chancellor approves or denies the request for promotion. This decision is communicated to the Provost who shall inform the decision to the Dean as well as to the Human Resources Department. The Deans should inform the candidate and the Department Chair/Program Coordinator.

5. Appeals

- A faculty member whose application for promotion is denied may submit an appeal in writing to the Provost. Appeals may be made only on procedural grounds and must be made in writing within one week of notification of the results of the promotion process. Appeals are limited to five hundred words and should address the specific procedural grounds upon which the request is based.
- The Provost will consider the appeal and make a recommendation to the Vice Chancellor to uphold or overturn the original decision. The Vice Chancellor may or may not endorse the Provost's recommendation. The decision of the Vice Chancellor is final and is communicated to the Dean and the concerned faculty member. Should the application for promotion be approved, the HR Department is notified.
- Once a final decision has been reached, all original documents prepared and submitted by the candidate will be returned to the Dean. The Dean may return the same to the candidate. All confidential reports are withheld in the Provost's Office.

6. Eligibility and Length of Service Requirement for Promotion

- Only faculty members with current appointments as assistant or associate professor and carrying out full-time duties are normally entitled to apply for promotion. Faculty members on sabbatical leave or on secondment are not eligible to apply for promotion, except with prior approval of the Provost and provided that they are formally teaching at least one course (or equivalent) in the academic semester in which the promotion application is submitted or they have a recent Peer Evaluation of Teaching.
- Faculty members on exceptional or extended leave are not eligible to apply for promotion.
- Faculty members who are in their terminal year of service at UAEU are not eligible to apply for promotion.
- A faculty member whose promotion application was denied may reapply in the following academic year, with the approval of the Dean, provided the application is supplemented by substantial additional contributions and evidence of improvements made after the last submission.
- Assistant Professors must complete at least three years of service in the rank before applying for promotion. Associate professors must complete a minimum of four years as Associate Professor prior to applying for promotion. In all cases, at least two years of service must have been completed at UAEU. In exceptional cases, the minimum number of years of required service in the rank may be reduced upon prior approval by the Provost.
- Assistant Professors must apply for promotion no later than the beginning of the seventh year of service as a faculty member at UAEU. In all cases, an eighth year of service without promotion is considered the terminal year. However, there is no

requirement for Associate Professors to make successful applications for promotion in order to continue their service and renew their contracts. Continuation of service and contract renewal are however dependent on continuing performance at a level commensurate with the rank of Associate Professor.

7. Promotion Profiles

Evaluations of performance for the purposes of promotion will acknowledge service at other institutions but will be based primarily on performance while in post at UAEU.
- Promotion to Associate Professor Rank
  Promotion to the rank of Associate Professor must demonstrate either:
  - Profile A: "excellent" performance in teaching or scholarship and at least "satisfactory" in the other two areas of performance;
  - or,
  - Profile B: "very good" performance in two areas, one of which must be scholarship, and at least "satisfactory" in the remaining area of performance.
- Promotion to Professor Rank
  Promotion to the rank of Professor must demonstrate either:
  - Profile C: "excellent" performance in either teaching or scholarship; and "very good" performance in the remaining two areas;
  - or,
  - Profile D: "outstanding" performance in scholarship and at least "satisfactory" performance in the other two areas. Candidates in this category are expected to produce a consistent and convincing record of research, creative activity and scholarly achievement beyond the "excellent" level of performance. Candidates must be internationally recognized as distinguished researchers in their fields and should have a sustained record of success in securing external funding during their service at UAEU. External evaluations from scholars in the field must attribute excellent performance in scholarship at UAEU.

8. Promotion Standards

- What follows are minimum performance standards in the areas of teaching, scholarship, service, and collegiality. With the approval of the Provost they may be supplemented by additional criteria of equivalent or higher standard to reflect the requirements of a particular discipline. Standards may therefore differ by College but will all meet the minimum standards required by the UAEU.
- Assessments of performance are derived qualitatively based on the professional judgment of the evaluator.
- The following guidelines apply:

- Teaching: Applicants are evaluated formally by students each semester. Successful applicants for promotion are expected to have positive student evaluations that suggest no evident shortcomings. Successful applicants are expected to have taught a variety of courses appropriate to their background and contributed to the development of undergraduate and graduate courses in their areas of specialization.
- Scholarship: Applicants are expected to have developed and maintained a coherent research record in their field of specialization. They are expected to have supervised graduate students and supported them in publication of their thesis or dissertation in refereed scholarly publications. They will have obtained internal and/or external research funding. They will have achieved recognition in their area of research specialization. A successful applicant for promotion will have published, as single/first or corresponding author, an adequate number of papers in referred journals of international reputation. They will have demonstrated the ability to write successful research proposals and will have completed funded projects.
- Service: Successful applicants are expected to have contributed to the advancement of their disciplinary or professional field through active membership of appropriate forums such as committees or editorial boards. They should have contributed to the University through service on committees, student advising, and other similar duties.
- Successful candidates should have a record of exemplary conduct commensurate with UAEU Code of Professional Ethics and expectations of the faculty.

- Evidence of Performance in Teaching
  - The evaluation of effective teaching and related instructional activities should be based on three sets of evidence:
  - Internal evaluation of the faculty member's teaching portfolio at the Departmental level;
  - Student evaluations for every course taught at UAEU while at the academic rank; and
  - Recent peer evaluation at the Departmental and/or College level. The peer-evaluation process should consist of a series of classroom visits rather than a single observation. Classroom observers should assess the faculty member's overall teaching performance in a qualitative fashion during each observation. (See policy and procedures for Peer Evaluation of Teaching.)
    - Evaluation of teaching by the Department Promotions Committee should include a behaviorally anchored statement that assesses the faculty member's contributions against each criterion in a qualitative fashion (Form T1). If evaluators are not able to provide information for any of the listed criteria on Form TI, the term "Not Applicable" should be used in the space provided. One overall rating should be

assigned from the following list of classifications "Excellent", "Very Good", "Satisfactory" or "Unsatisfactory" (as described below). Ratings should be justified with examples of pedagogical strategies observed during the classroom observations.

- Satisfactory
    - Faculty members considered "Satisfactory" in teaching should demonstrate at least a satisfactory performance in most of the criteria outlined in Form (TI).
    - A Satisfactory rating on Form (T1) suggests that the faculty member compares favorably to a cohort at the same rank in the home department. In addition, the candidate's statement on teaching should demonstrate the precise ways in which his/her teaching has strengthened the Department's profile of courses/programs. Candidates should be well regarded by peers and students as both effective and competent teachers.

- Very Good
    - Faculty members rated "Very Good" in teaching should compare favorably to a successful cohort at the same academic rank in the candidate's home department.
    - A Very Good or Excellent rating in most of the criteria outlined in Form (T1) suggests that the faculty member compares favorably to a cohort at the same rank in the home Department. In addition, the candidate's statement on teaching should demonstrate the precise ways in which his/her teaching has strengthened the Department's profile of courses/programs. Candidates should be highly regarded by their peers as both very good and competent teachers and student evaluations should rate the faculty member's teaching above the Departmental average.

- Excellent
    - Faculty members rated "Excellent" in teaching should compare favorably to a cohort of excellent teachers at the same academic rank in the home Department. In addition, clear demonstration of significant contributions to teaching and/or the curriculum with College- or University-wide impact should be documented in the teaching statement. Evidence for this may include: significant contributions to the development of academic programs; curricular development; dissemination faculty-wide, university-wide or internationally of specific pedagogical practice(s); successful procurement of teaching grants; honors or awards for teaching; publications in peer-reviewed pedagogical journals with an international reputation; textbooks published by an internationally recognized press; presentations at international educational conferences; and service on editorial boards of internationally recognized educational journals.
    - The peer review process should reflect high-quality performance in teaching, with excellent rating in most of the criteria outlined in Form (T1), and the

majority of student evaluations must rate the faculty member's teaching performance as excellent.

- Evidence of Performance in Scholarship

  The evaluation of scholarship activities should draw on two sets of evidence:
  - Internal evaluation of the faculty member's scholarship portfolio at the departmental level, with emphasis on publication record and its continuity and successful completion of research grants;
  - Peer evaluation of the candidate's scholarship by at least three external reviewers.

- Although there are many possible ways for candidates to establish and sustain a strong record of creative and scholarly activities, the UAEU will use research publications and creative activities as evidence of successful scholarship. The expectation is that candidates should have published a substantial number of articles, including single/first/corresponding author, in well-known reputable international journals in their disciplines (or the equivalent in the case of candidates whose disciplines fall within the creative, visual, or performing arts). In evaluating the record, consideration shall be given to all appropriate types of original scholarship, creative effort and professional activity relevant to the candidate's discipline. The weight placed on each scholarly and professional activity will vary according to the ways in which the specific activity impacts the discipline and the candidate's overall professional stature.

- In appraising the quantity and quality of a candidate's scholarly and creative contributions to the discipline, emphasis shall be placed upon the following criteria:
  - The amount, quality, and continuity of research, publication and creative activity, and whether this activity compares favorably to others who have achieved the rank of Associate Professor or Professor in the candidate's home Department;
  - Evidence as to the substantive and consistent nature of the candidate's scholarly or creative efforts at UAEU and when relevant, at previous institutions;
  - The quality of the refereed journals in which manuscripts have been published (juried or reviewed exhibitions, presentations, or performances);
  - The caliber of the publications in which the candidate's works (other than refereed journal articles) have appeared;
  - Evidence of the impact of the candidate's work on the discipline or of the extent to which the candidate's publications have been recognized or cited by others;
  - The emerging professional stature of the candidate;
  - The quality of any invitations to conferences or professional meetings;
  - The quality of any participation in external and internal research contracts or grant activities;
  - The number of successfully completed supervised Master's or Doctoral students if applicable.

– Assistant Professors applying to the rank of Associate Professor should be evaluated based on research outcomes that have been accepted or produced after receiving their PhD degrees. They should also have tangible research accomplishments while serving at UAEU.

– Associate Professors applying for promotion to the rank of Professor will be judged on the number and quality of publications that have appeared in print or been accepted for publication since their last promotion. Emphasis will be given to the candidate's consistent record of scholarly achievement and accomplishments and the potential for continued high performance at UAEU.

– The portfolio should include a behaviorally anchored statement that assesses the faculty member's contribution to the relevant criteria in a qualitative fashion (Form R1). If evaluators are not able to provide information for any of the listed criteria on Form (R1), the term "Not Applicable" should be used in the space provided. One overall rating based on this evaluation shall be given using the classifications "Excellent", "Very Good", "Satisfactory" or "Unsatisfactory" (as described below). The Department Promotions Committee should justify its rating with clear examples that support the overall rating.

  – Satisfactory
    – Faculty rated "Satisfactory" in scholarship should demonstrate at least a satisfactory performance in most of the criteria outlined in Form (R1). Achievement of a satisfactory rating in the first two criteria of Form (R1) represents an absolute minimum for faculty members in this category. The types of publications and the reputation of the journals in which candidates have published should reflect evidence of quality. Impact on the discipline and frequency of citation may also be considered. Faculty members with a satisfactory rating should compare favorably to a cohort of faculty at the same academic rank in the home department.

    – The portfolio must include evidence of publication of numerous articles in reputable peer-reviewed journals including manuscripts that name the faculty member as the primary author, articles based on research carried out at UAEU and a significant number of articles showing productivity in areas that extend beyond the research conducted for his/her PhD dissertation.

  – Very Good
    – Faculty rated "Very Good" in scholarship should compare favorably to a cohort at the same academic rank in the home department. Although very good and excellent performance in most of the criteria outlined in Form (R1) is necessary, special attention will be given to the first four criteria.

    – The types of publications and the reputation of the journals and other outlets involved should reflect evidence of quality. The portfolio must

include evidence of publication of numerous articles in reputable peer-reviewed journals, including papers that name the candidate for promotion as the sole, primary or corresponding author, papers that are based on research carried out at UAEU, and a significant number of articles showing productivity in areas that extend beyond the research conducted for his/her PhD dissertation.

- Excellent
    - Faculty rated "Excellent" in scholarship should compare favorably to a cohort at the same academic rank in the home department. The majority of the external reviewers must rate the candidate's scholarship as excellent and demonstrate in their letters the contributions of the faculty members and the ways in which the faculty member's research has impacted the discipline.
    - Excellence in publication may be demonstrated by: key article(s), perspectives and/or reviews published in leading journals in the field, or widely acclaimed textbooks, where the faculty member's name appears as a sole or primary author; successful achievement of external funding for research; membership on editorial boards of internationally recognized, peer-reviewed professional journals; presentations as keynote speaker at international conferences; supervision of significant number of Master's or Doctoral students; development of a research group; and involvement in collaborative research with internationally renowned research universities or research centers.

- Standards for Evaluation of Service Performance
    - All faculty members of UAEU are expected to provide service to the Department, College and University. It is the University's policy to recognize service in academic management, university development, and community service, including national and international discipline-related and professional organizations. Examples of these types of services are listed in Form (S1).
    - Evaluation of service activities to the Department, College, University and community (including the discipline or profession) shall be based upon the candidate's service portfolio. The Department Promotions Committee should include a behaviorally anchored statement that assesses the faculty member's contribution to each criterion listed in Form (S1) in a qualitative fashion. If evaluators are not able to provide information for any of the listed criteria on Form (S1), the term "Not Applicable" should be used in the space provided. Based on this evaluation, one overall rating should be given using the classifications "Excellent"; "Very Good"; "Satisfactory" or "Unsatisfactory" (as described below). The Department Promotion Committee should justify its rating with clear examples that support the assignment of the overall rating.
    - Satisfactory

- A satisfactory rating suggests that a candidate's record in service compares favorably to a cohort of faculty at the same academic rank in the home Department. In addition, the portfolio must reflect service that has impacted the Department, College, University and/or community (including the discipline or profession) in a positive fashion.
- Faculty members whose service contribution is considered satisfactory should demonstrate satisfactory performance in most of the criteria outlined in Form (S1).
- The criteria should not serve as a checklist; rather, the candidate's overall service contribution should be assessed in a qualitative fashion. Faculty members with service on Department, College or University committees should include a statement outlining their role and specific contributions to each committee.

- Very Good
  - Faculty rated "Very Good" in service should compare favorably to a cohort at the same academic rank in the home department.
  - In addition, candidates must include a statement that outlines how their service has impacted the Department, College, University and/or community (including the discipline or profession).
  - Faculty members with a rating of very good in service must demonstrate very good or excellent performance in most of the criteria outlined in Form (S1). The criteria should not serve as a checklist, but the candidate's service record should be assessed in a qualitative fashion.

- Excellent
  - Faculty rated "Excellent" in service should compare favorably to a cohort at the same academic rank in the home department. Service at this level should be far-reaching and reflect an impact on the community (including the discipline or profession) at the national or international level.
  - Faculty members that have held a leadership position in academic management (e.g. Department Chair, Vice/Assistant Dean, Director of a specific unit) with positive performance reviews by their respective superiors will generally have significant contributions reflecting excellence in the overall rating.

9. Evaluation of Collegiality

- Department Chairs must include a statement concerning the candidate's collegiality in the "Appraisal Report". In addition, Deans must provide a written assessment of the collegial nature of the candidate in their appraisal of each candidate.
- Department Chairs must refer to the outcomes of performance reviews to attest that the faculty member understands the nature of membership in a community of scholars, adheres to high standards of integrity and professional ethics, has the ability and desire to work as a member of a group while retaining all rights of individual expression, exhibits a sense of responsibility for the well-being of UAEU, and demonstrates a commitment to work for the accomplishment of its goals. If a majority of performance reviews express concern about the collegial nature of the candidate and/or judge the candidate unsatisfactory in this regard, sufficient grounds to recommend against promotion exist.

4.1.8   Faculty Excellence Awards Program

This awards program applies to all faculty members and instructors engaged in full-time service to the UAEU.

The UAEU operates a Faculty Excellence Awards Program that gives formal recognition to individuals who have met standards of excellence in teaching, scholarship or service, and have thus made outstanding contribution to the University's Mission.
- Only faculty members and instructors in full-time service may be nominated.
- Categories are:
    1) College Award for Excellence in Teaching
    2) College Award for Excellence in Scholarship
    3) College Award for Excellence in Service
    4) University Award for Excellence in Teaching
    5) University Award for Excellence in Scholarship
    6) University Award for Excellence in Service
    7) Distinguished Faculty Award
- Awards carry a certificate of appreciation and monetary value.

1. Eligibility

- Faculty members are eligible to apply for all awards categories. Instructors are eligible to apply for teaching and service awards at the College and University levels.

- Applicants to College Excellence Awards must have at least two years of service at UAEU before applying. Applicants to University Excellence Awards must have at least three years of service at UAEU before applying. Applicants to the Distinguished Faculty Award must have at least five years of service at UAEU before applying.
- No more than two nominations per award may be submitted by any College for any University award.
- Nominations must be for recognition of work done at UAEU.
- No faculty member may be nominated for more than one award at a time.
- Previous recipients of the awards are not eligible to apply for the same award for at least two consecutive years after being awarded.
- Awards are normally announced before the end of the academic year in which they are awarded.

2. Selection Committees

- College Awards
    - Each Department nominates one faculty member to form a College Excellence Awards Committee. One additional member is nominated by the Dean.
    - Participation in evaluation and decisions related to award nominations shall be limited to faculty members who are not applying for the awards.
    - The College Excellence Awards Committee selects its own Chair.
- University Awards
  The Provost forms a University Excellence Awards Committee whose composition and Chair is at his/her discretion.

3. Selection Process

- Nominations for any award may be made by Deans, Department Chairs, Program Coordinators, individual faculty members, and students. Faculty members may nominate themselves.
- All nominations are directed to the Chair of the College Excellence Awards Committee.
- Assessments of eligibility and of excellence are made as per Policy and Procedures.
- Based on the review of all applications and the recommendations of the College Excellence Awards Committee, the Chair of the Committee recommends nominations for all award categories to the College Council.
- Based on the recommendations of the College Committee, the College Council has the authority to determine the winners of College Excellence Awards. The Council approves the nominations for other Awards.

- The University Excellence Awards Committee recommends to the Provost the nominations for University Excellence Awards and Distinguished Faculty Awards.
- The Provost will make his recommendations to the Vice Chancellor who makes the final decision on these awards.

4. Nominations

Each nomination is made to the Chair of the College Excellence Awards Committee and is supported by a portfolio that includes:
- A letter of nomination/application, including a narrative statement of no more than two pages addressing the criteria for the particular award and describing why the contribution of the individual merits nomination for the Award;
- A current curriculum vitae;
- A documentation of the evidence demonstrating the nominee's excellence in relation to the relevant award, including the following:
    - Teaching: An overview of the nominee's contributions as a teacher and advisor and a list of all courses taught during his/her service at the UAEU with course number, course name, number of students enrolled, dates taught, and results of teaching evaluations. Supporting documents will be requested as needed.
    - Scholarship: A description of the nominee's significant scholarly and/or creative achievements, including a list of publications. Evidence of these publications will be requested as needed.
    - Service: An overview of the nominee's services to the academic, professional or UAE community, with special emphasis on activity above and beyond assigned responsibilities. Details must include dates, positions held, and activities completed. Supporting documents will be requested as needed.

5. Selection Criteria

The general guidelines for selection of nominees for the different categories of the awards are given hereafter.
- College Award for Excellence in Teaching
    - Ability to stimulate students to learn.
    - Enthusiasm about subject matter and teaching.
    - Innovative lectures or educational materials (laboratories, computer aided instruction, class handouts, etc.)
    - Concern for and dedication to students.
    - Constructive use of evaluations (examinations, homework, etc.)
    - Activities in support of teaching (academic advising, course and curriculum development, publications related to teaching, etc.)
    - Development of new courses or revitalization of existing ones.

- College Award for Excellence in Scholarship
    - Significant record that emphasizes publications in international journals.
    - Recognition among colleagues as a researcher/scholar/leader in the discipline.
    - Sustained contribution to the advancement of scholarship.
    - Activity in professional associations and holding positions that recognize the applicant's scholarship and/or creative activity.
    - Grants and contracts.
- College Award for Excellence in Service
    - Consistent excellent performance in professional service as evidenced by a high level of professional service activity; commitment to the quality of the service provided and breadth and depth of the service record.
    - Evidence of outstanding leadership in a major service activity.
    - Impact and significance of professional service as evidenced by perceived importance of work by others.
    - Contribution to organizational improvement and advancement, and public recognition, etc.
- University Award for Excellence in Teaching
    - Innovative use of technology in the teaching and learning process.
    - Developing online courses.
    - Using multimedia to produce educational materials to be used primarily for teaching.
    - Extensive use of course management systems such as Blackboard.
    - Innovative lectures or educational materials (laboratories, computer aided instruction, class handouts, etc.)
    - Awards and honors received in recognition of teaching, advising, and mentoring.
    - Organizing or conducting new courses or programs of study.
- University Award for Excellence in Scholarship
    - Significant contribution to the discipline.
    - Significant publication record in international journals as evidenced by citations of applicant's research by other professionals.
    - Recognition among colleagues as a researcher/scholar/leader in the discipline.
    - Sustained contribution to the advancement of the University scholarship program, including planning for graduate studies, thesis supervision, grants and contracts, if appropriate.
    - Interest in fostering the intellectual growth of students and promotion of their scholarship and dissemination of knowledge through mentoring other faculty and students.
    - Activity in professional associations.
    - Professional honors and/or other forms of recognition.

- University Award for Excellence in Service
  - Consistent excellent performance in professional service as evidenced by level of professional service activity; commitment to the quality of the service provided; and breadth and depth of the service record.
  - Evidence of sustained leadership in multiple professional service activities, or, in exceptional cases, evidence of outstanding leadership in a major service activity.
  - Impact and significance of professional service as evidenced by perceived importance of this work by others.
  - Contribution to organizational improvement and advancement and public recognition, etc.
- Distinguished Faculty Award
  - Excellence in teaching through innovative or integrated use of technology, developing online courses, using multimedia to produce educational materials to be used primarily for teaching, publication of research related to the area of instruction in international pedagogical journals.
  - Exceptional scholarly achievements, as evidenced by publications in international journals, major research grants, and/or other scholarly activities in the academic field of study.
  - Significant role in community service through enhancing interaction between the University and the community, conducting training workshops and offering advisory services.

4.1.9   Faculty Leaves

1.   Sabbatical Leave

The sabbatical leave applies to faculty members who are UAE citizens and have served a minimum of four years since initial appointment or return from previous sabbatical leave. The UAEU seeks to advance the academic skills, expertise and experience of all faculty members so that they make effective contributions to the research mission of the University. The UAEU recognizes that periodic opportunities to relinquish obligations to teaching and service may be required to secure such advances. The Sabbatical Leave Policy identifies the mechanisms that enable eligible faculty members to achieve such professional development. The UAEU will operate mechanisms through which eligible faculty may, periodically and for a limited term, relinquish obligations to teaching and service and be absent from the University in order to pursue an approved program of scholarly activities and to establish further external relationships with academic, research or government institutions.

Guidelines

- Faculty members must be UAE nationals, be of Assistant, Associate or Full Professor rank and have served a minimum of four years since initial appointment or return from previous sabbatical leave. Any leave taken without pay does not contribute to this calculation of service needed for eligibility.
- Sabbatical leaves are normally granted to national Faculty members to establish relations with, and conduct research at, international well-known universities/institutions to develop the research skills of the faculty and enhance the University image. In exceptional cases and based on the nature of the research, the Provost may approve internal sabbatical leaves.
- The normal term of a sabbatical leave is one or two semesters.
- An official request must be submitted to grant a sabbatical leave and should be approved based on the signatory authority. Sabbatical leave is not an entitlement and is not automatically granted.
- Normally no more than one faculty member per Department will be granted sabbatical leave in the same semester.
- More than one faculty member may be granted sabbatical leave, at the same time, in exceptional circumstances but only when it is demonstrated that having more than one faculty member on sabbatical leave will not prevent the Department fulfilling its obligations.
- Sabbaticals are to be awarded regardless of the size of the department, as long as the workload in the department permits. If the faculty member's normal workload cannot be absorbed within the department, a temporary replacement will be provided by the College in which he/she teaches.
- Sabbatical leave will be granted according to the following principles:
  - Balance of sabbatical leave granted across Departments over time.
  - Priority is given to faculty members who have not previously been granted a sabbatical leave.
  - Priority between two equally qualified faculty is given to the individual with the longest service record since the date of initial employment as a faculty member at the UAEU.
- The Dean retains the right to ask the faculty member to reschedule proposed or approved sabbatical leave.
- Faculty members may extend their sabbatical leave to compensate for periods of proven illness, after approval by the Signatory Authority.
- The faculty member is entitled to full pay during the normal term of sabbatical leave.
- Extensions of the normal term may be granted by the Signatory Authority; however, extensions may result in loss of salary and/or benefits at a level determined by the Signatory Authority.
- When a faculty member accepts a sabbatical leave, he/she automatically commits to return for a minimum of one academic year of service to the UAEU. Should the faculty

member not return, or should he/she resigns from UAEU within this academic year, he/she will reimburse the UAEU in an amount equal to the pro-rata sum of salary and benefits that would have accrued to the faculty member in that year.

- Faculty members on sabbatical leaves are not permitted to engage in paid or unpaid employment, including consultation, elsewhere unless such arrangement has received prior approval of the Provost. This does not preclude acceptance of scholarships, fellowships, or grants for the purpose of research and study for which no other services are performed for the funder, or Fulbright lectureships when teaching is combined with research.

Programs of Scholarly Activity

- Planned scholarly activity to support a request for sabbatical leave must further:
- The development of the faculty's academic career.
- The fulfillment of the College's mission.
- Proposals will be judged according to:
    - Evidence that the sabbatical leave is required in order to complete the proposed activities.
    - Reputation of the hosting institution.
    - The practicality of the proposed plan (e.g. time, costs.)
    - The relevance of the proposed plan to the development of both the individual faculty member and his/her College.
    - Evidence that the applicant is qualified to undertake the proposed activities.
    - Successful fulfillment of previous programs or scholarly activities, and obligations due (including reporting), from previous sabbatical leaves.

Timeline for Sabbatical Leave Application Process

Action	Sabbatical Starting in the Fall Semester	Sabbatical Starting in the Spring Semester
Application to Department Chair	No later than February 28th	No later than September 30th
Department Chair recommendation to Dean	No later than March 15th	No later than October 15th
Dean's recommendation	No later than March 31st	No later than October 31st
Approval by Signatory Authority	No later than April 15th	No later than November 15th
Notice of final approval	No later than April 30th	No later than November 30th
Sabbatical leave report	No later than three months after returning from the leave	

Applications for Sabbatical Leave

- Applications are submitted to the Department Chair who, in consultation with the Department Council, will make recommendations to the Dean.
- The Department Chair will include explanation of how the impact of the faculty's absence will be managed.
- The Dean makes recommendations to the Signatory Authority who will give notice of any approvals.
- Applications should include:
    - Start and end dates of the proposed activities.
    - A detailed plan of work.
    - Budget required, if any, in addition to normal salary.
    - Statement of the intended scholarly outcomes of the work and benefits to the individual and the College.
    - Letters of support or acceptance from external/hosting institutions.
    - Achievement reports of previous sabbatical leaves.
    - Current curriculum vitae.

Reports on Sabbatical Leave Accomplishments

- The faculty member must submit a written report of achievements accomplished on sabbatical leave in view of the planned activities, no later than three months after returning from the leave.
- Reports are submitted to Dean with copies to the Provost and Department Chair.
- The report must set forth:
    - Accomplishments during the sabbatical leave.
    - Description of the extent to which proposed activities were realized.
- The faculty member must disseminate scholarly outcomes to the UAEU academic community in a format and at a time appropriate to the nature of the outcomes and notify the Department Chair.
- The approval of the new applications for sabbatical leaves should be based on the achievement of the objectives of previous sabbatical leaves and the submitted achievements reports.

Compensation

- Sabbatical leave provides full salary for a maximum of two semesters.
- Faculty members may secure outside funding through grants or scholarships that may be used to extend a paid sabbatical beyond two semesters.
- Within the initial proposal, a faculty member may apply for additional expenses:

- One enrolment in an academic conference or training program.
- Fees required for affiliation with internationally renowned institutions.
- Fees required for use of labs, libraries, etc.
- One economy class two-way air ticket.
- Additional financial allowance of no more than one month's salary.

Appeals

- Where an application is declined, the faculty member may appeal to the level immediately higher, i.e.:
  - Dean in cases where Department Chair declines the application
  - Provost in cases where the Dean declines the application.
  - Vice Chancellor or his/her designate.
- Appeals must be made in writing within two weeks of formal notification that the application had been declined.
- The Dean communicates the final decision to the applicant within one month of the submission of the appeal.

2. Exceptional Leave

The exceptional leave applies to all faculty members. It provides flexibility within the policy for Faculty Responsibilities by allowing for exceptional leave in justifiable circumstances.
- Exceptional leave might be given for a maximum of two semesters.
- The faculty is not entitled to salary or any benefits during the period of exceptional leave.
- Exceptional leave is normally considered when the absence will be of benefit to the UAEU. However, exceptional leave might be granted on compassionate grounds.
- In considering applications for an exceptional leave, the UAEU will take into account the impact of the absence on the ongoing functioning of the University.

Eligibility

- Faculty members must normally have completed four years of full-time service before applying for the exceptional leave.
- A repeat application cannot be made within four years of the date on which a faculty member resumes full-time service following a previous exceptional leave of absence.
- Only one faculty member per Department may be granted exceptional leave for the same semester.

Applications

- Applications must be submitted at least four months prior to the intended start date of the exceptional leave which should coincide with the beginning of the semester.
- Applications must include:
  - dates of start and end of the leave;
  - the length of service of the applicant;
  - a comprehensive statement of the purpose of the leave;
  - the grounds which would justify its approval including benefits to the faculty member, Department and/or University; and
  - consequences of the absence for the Department, College and/or University and measures that may ameliorate these;
  - The application for the leave will be approved or denied according to the Signatory Authority.

Conditions

- A faculty member granted exceptional leave surrenders the right to salary and benefits (including medical, school fees, airline tickets, housing, and end of service for the leave period). Housing must be vacated before the start date of the exceptional leave.
- If the end-of-service bonus is paid annually, the University may retain the payment for the year prior to the leave and pay it upon the return of the applicant from the leave.
- The exceptional leave will not count towards the period of service required for promotion, end of service, or sabbatical leave.
- A faculty member will return to full service upon the completion or termination of the exceptional leave for a period not less than the term of absence.
- Failure to return after the leave will be considered as an effective resignation by the faculty member and the normal regulations under "Termination of Contracts" will be applied if the six-month resignation notice is not given.
- The faculty member is normally entitled to return to the UAEU at the same rank and with the same salary and benefits.
- If the faculty member's contract ends, or is due for renewal during the leave period, the original contract may be extended for a maximum of one year following its original end date.

4.1.10   Faculty Discipline

This section outlines how faculty misconduct is determined, procedures to deal with it, and the sanctions that apply. It applies to all faculty members and instructors of the UAEU.

The sections the Code of Professional Conduct and on Faculty Responsibilities detail the high standards of conduct expected of faculty members and the duties that faculty members are contracted to undertake. Contraventions of these policies are grounds for disciplinary action.

1.   **Faculty Discipline Policy**
    – Actions or behavior in contravention of the UAEU Code of Professional Conduct and its Policy on Faculty Responsibilities, or other actions and behavior deemed to have impaired the proper functions and reputation of the UAEU, constitute a breach in the standards expected of faculty by the UAEU. Any such breach will be subject to disciplinary procedures and may result in sanctions.
    – Due process will include:
        – Written notice of the alleged breach of conduct;
        – Opportunity to respond to the charge(s) in writing;
        – A hearing before a committee unless the faculty member waives this right or otherwise settles the dispute;
        – A right to be represented by a lawyer;
        – A written decision giving evidence that the facts as alleged do or do not constitute breach of conduct with grounds for disciplinary sanctions; and
        – Opportunity for appeal.

2.   **Available sanctions are limited to:**

    – Verbal warning;
    – Written warning maintained in the faculty member's personnel file;
    – Admonition with partial suspension of salary for a period not exceeding one week;
    – Admonition with suspension of payment of all or part of the salary for a period not less than one week and not exceeding six months;
    – Revocation of academic rank (appropriate only if the misconduct is relevant to the academic promotion of the faculty member);
    – Termination of services without prejudice to payment of any remuneration and benefits due; or
    – Termination of services with no payment of all or part of the remuneration

and benefits that would otherwise have been due.

3. Depending on the seriousness of the alleged breach of conduct, the Dean will seek to address the allegations and identify a resolution without resort to a full disciplinary procedure. The Dean has the authority to impose sanctions (a), (b) and (c) without full procedure where the alleged breach is verified in discussion with the faculty member, and with the agreement of the faculty member under investigation.

4. The Vice Chancellor must adjudicate in cases where sanctions (d), (e), (f), and (g) apply.

5. All parties involved in the disciplinary procedure are obliged to strict conditions of confidentiality concerning all matters and individuals involved in the case.

6. The disciplinary action does not cease to be effective with the resignation of the faculty member, and the disciplinary action shall have no bearing upon any criminal or civil action involving the same incident attributed to the faculty member.

Procedure for Faculty Discipline

1. The Provost shall appoint a University Disciplinary Committee encompassing, at least, three faculty members, including one Dean and one faculty member from the College of Law. Preferably, all the members of the committee should hold the academic rank of Professor.

2. Following initial discussion with the faculty member against whom a breach of conduct is alleged, the Dean and faculty member may agree to sanctions (a) to (c). Such result will be recorded in writing and held in file. Any failure to reach such mutual agreement requires the Dean to establish a Fact Finding Committee. The Dean may also decide to proceed directly to investigation by the University Disciplinary Committee, depending on the seriousness of the matter (such as harassment, research misconduct, etc.)

3. A College Fact Finding Committee is formed with faculty members at or above the rank of the faculty member against whom a breach of conduct is alleged. The Committee's responsibility is to determine if the allegation has sufficient substance to warrant formal investigation. All preliminary investigations shall be completed within twenty (20) working days of the formation of the Committee. The Dean will forward the Committee's report to the Provost within five (5) working days from the time of receiving the report.

4. Deans shall refer allegations of research misconduct to the University Research Ethics Review Board (which will perform the function normally performed by a College Fact Finding Committee), through the Vice Provost for Research and Graduate Studies. Within twenty (20) working days, the Board shall decide if the allegation has sufficient substance to warrant formal investigation through the University Disciplinary Committee.

5. On receipt of the report from the Dean (or from the Vice Provost for Research and

Graduate Studies in case of research misconduct), and after consultation with the Vice Chancellor, the Provost may decide, within ten (10) working days, that:

- No further action is required and the case should be closed; or
- The allegation merits further investigation.

6. If the Provost decides that the allegation merits further investigation, he/she shall refer the case to the University Disciplinary Committee to carry out a formal investigation. The Committee shall be charged to investigate the allegations, to consider the faculty member's response if one is offered, to hold separate hearings for the different parties involved if any, and to make a timely recommendation to the Provost whether there is credible evidence to indicate that there has been a violation of the standards set out in Policies.

7. A date for a formal hearing before the University Discipline Committee with the affected faculty member present will be identified. The Provost shall formally notify the faculty member of the allegations being made at least ten (10) working days prior to the hearing. The faculty member has the right to representation by a lawyer at the hearing.

8. The Provost may order provisional suspension of the faculty member under investigation prior to the conclusion of the matter if he/she considers this course of action necessary for the effective operation of the UAEU and/or the implementation of the disciplinary procedures. The suspension from duty shall not exceed a period of three months, which may not be extended except by approval from the Vice Chancellor. The suspension of the faculty member entails payment of no more than 50% of salary from the date of suspension, unless otherwise is decided by the Vice Chancellor. Should the case be closed following the investigation or should sanctions (a) to (c) be applied, the portion of salary withheld during suspension shall be paid to the faculty member.

9. Within thirty (30) working days after its constitution, the Committee shall complete its investigation and submit a formal report to the Provost.

10. The Provost shall inform the Vice Chancellor of the Committee's findings within ten (10) working days of receiving the report and recommend what, if any, disciplinary sanctions shall be imposed.

11. The Vice Chancellor shall inform the faculty member in writing, within ten (10) working days of receiving the Provost's recommendations, of the decision and of the sanctions, if any, to be proposed.

12. Within ten (10) working days after written notification from the Vice Chancellor of the findings and any proposed sanctions, the faculty member shall notify the Vice Chancellor in writing whether or not he/she accepts or disagrees with those findings and/or sanctions. If the faculty member accepts the findings and sanctions or does not file a response, the Vice Chancellor may proceed with imposing the proposed sanctions.

13. If the faculty member does not agree with the findings of the investigation and/or does not accept the sanctions imposed, he/she may file an appeal with the Chancellor.

14. An appeal must be submitted to the Chancellor within ten (10) working days from the date that the faculty member is notified of the outcome. The decision of the Chancellor in respect to such appeals shall be final and is communicated to the faculty member within thirty (30) working days after the submission of the appeal.

4.1.11   Faculty Grievance

This section describes the principles and process of resolution of instances where a faculty member is dissatisfied with the application (or non-application) of University rules, policies, or procedures. It applies to all faculty members and instructors in the University.

The UAEU requires that a faculty member should have resort to prompt resolution of a personal/professional grievance and that resolution should be accomplished under orderly procedures.

Faculty Grievance Policy

1. A faculty member will have resort to prompt resolution of a personal/professional grievance and that resolution will be accomplished under orderly procedures. The grievance process shall be used as due process by a faculty member who believes that: 1) a rule, procedure, or policy has not been followed; 2) a rule, procedure or policy has been applied in an inequitable manner, or 3) there has been unfair or improper treatment by a person or persons.
2. Grievance of decisions involving promotion or discipline may be filed according to their specific related Procedures.
3. When an incident forming the basis for a grievance arises, the grievant must follow the procedures associated with this policy. Each grievance shall be handled promptly and impartially, without fear of coercion, discrimination, or reprisal. Each participant in a grievance procedure shall do his/her part to protect this right.
4. Records shall be kept of each grievance process. These records shall be confidential to the extent allowed by legal requirements, and shall include, at a minimum: the written grievance filed by the grievant, the written response filed by the respondent, the recording of and documents considered at the hearing, the written recommendation of the Grievance Panel, the results of any appeal, the decision of the final authority, and any other related materials. These records shall be maintained for three years following the final decision.
Faculty Grievance Procedure

1. **Definitions**

   - Grievance: An expression of dissatisfaction when a faculty member believes that a rule, procedure, or policy has been applied in an unfair or inequitable manner or that there has been unfair or improper treatment by a person or persons.
   - Grievant: Any faculty member or instructor submitting a grievance as defined above.
   - Respondent(s): A person or persons alleged to be responsible for the violation(s) alleged in a grievance. The term may be used to designate persons with direct responsibility for a particular action, or those persons with supervisory responsibility for procedures and policies at issue in the grievance.

2. **Presentation of an Informal Grievance**

   - The grievant must submit a written statement to the Department Chair identifying the respondent(s), specifying the violation(s) alleged, the basis for the grievance, and the remedy sought. This written statement must be submitted within seven (7) working days following the incident that gave rise to the grievance. If the grievance is against the Department Chair or Assistant/Vice Dean, a written statement must be submitted to the Dean. If the grievance is against the Dean, a written statement must be submitted to the Provost.
   - Within ten (10) working days of receipt of the written statement, the Department Chair will attempt to resolve the grievance by way of discussion with the grievant. Following discussion with the grievant, the Department Chair may, at his/her discretion, discuss the grievance with the respondent(s) in an effort to resolve the grievance. If the grievance is against the Department Chair, or Assistant/Vice Dean, the Dean or his/her designate will attempt resolution of the grievance. If the grievance is against the Dean, the Provost or his/her designate will attempt resolution of the grievance.
   - If the grievance is satisfactorily resolved by discussion, the terms of the resolution shall be written and signed by the grievant, the Department Chair (or Dean or Provost), and the respondent(s) if the respondent(s) participated in any discussions in an effort to resolve the grievance. A copy of this document shall be maintained by the faculty member's Dean's Office.
   - This initial attempt of resolution must conclude within ten (10) working days of the initial discussion with the grievant. At the end of this ten-day period, if the grievance cannot be resolved, the grievant can immediately proceed to the next step, which is presentation of a formal grievance.

3. **Presentation of a Formal Grievance**

   - Formal grievances must be submitted to the Dean in all instances (except where the respondent is the Dean in which case the grievance is submitted to the Provost). The written submission shall provide the following information:

- name and corresponding address of the grievant;
- nature, date, and description of the alleged violation(s);
- name(s) of person(s) responsible for the alleged violation(s);
- requested corrective action or remedy sought; and,
- any background information the grievant believes to be relevant.
- A grievance must be submitted to the Dean (or Provost if applicable) within ten (10) working days of the completion of the initial attempt of resolution, outlined above.
- Immediately upon receipt of a formal grievance, the Dean (or Provost) will give the respondent(s) a copy of the grievance and will direct the respondent(s) to submit a written response to the charges within ten (10) working days. It is expected that the respondent(s) will act professionally with the grievant and that no retaliation in any way will take place.
- Following receipt of the written response, the Dean (or Provost) may elect to review and decide on the issue, or may refer the issue to a Grievance Panel for a hearing. If the Dean (or Provost) decides on the issue, the decision shall be final, and there shall be no appeal. If the issue is referenced to the Grievance Panel, the grievance will be heard pursuant to the Pre-Hearing Procedures and Hearing Procedures listed below.

4. Pre-Hearing Procedures

- Selection of Grievance Panel: A Grievance Panel is constituted of three faculty members selected by the Dean (or Provost) to review the case and provide recommendations.
- The hearing will be conducted within fifteen (15) working days after the formation of the Grievance Panel unless the Dean (or Provost) decides that there are good reasons why this should not be the case.

5. Hearing Procedures

- The grievant and respondent(s) shall be afforded a reasonable opportunity for oral opening statements related to the subject matter of the grievance and presentation of pertinent documentary evidence, including written statements.
- After the hearing is concluded, the Grievance Panel shall deliberate in a closed session and arrive at a majority recommendation. The Grievance Panel shall make its determination of whether a rule, procedure or policy was not followed or was applied in an inequitable manner based upon the evidence presented at the hearing, which is relevant to the issue(s) before the Grievance Panel. The Grievance Panel should make recommendations for resolution of the dispute.
- Within ten (10) working days after the hearing is concluded, the Grievance Panel shall transmit a written copy of its recommendation to the Dean (or Provost), who in turn

decides on the grievance within ten (10) working days from receiving the Panel recommendations. The Dean (or Provost) will send his/her decision to the grievant and respondent(s).

6. **Appeal of Recommendation of the Grievance Panel**

   – An appeal by the grievant or respondent(s) must be made in writing within ten (10) working days of the receipt of the decision to the Provost or the Vice Chancellor if the decision was made by the Provost. Appeals are limited to the following grounds:
      – a substantial mistake of facts;
      – a fundamental misinterpretation of official policies; or
      – a significant procedural defect.
   – After making a preliminary review of the matter, which may include consultations with whomever the Provost/Vice Chancellor deems appropriate, the Provost/Vice Chancellor may grant or deny the appeal or take any action that he/she deems appropriate. Alternatively, the Provost/Vice Chancellor may appoint a fact-finder who will investigate the matter and report back to him/her.
   – The decision to grant, deny or take other action must be made within twenty (20) working days from the receipt of the appeal. The grievant and the respondent shall be notified in writing of the decision of the Provost/Vice Chancellor, which is considered final, except for cases that involve reappointment or dismissal.

7. **End of Process**

If the grievance involves reappointment or dismissal, upon receipt of the final decision, the grievant may within ten (10) working days request a further review by the Vice Chancellor, who may grant or deny the appeal or take any other action that he or she deems appropriate. The Vice Chancellor's decision will be conveyed to the individual and is final.

4.1.12   Peer Evaluation of Teaching (PET)

Note: Applies to all regular faculty members and instructors of UAEU except College of Medicine and Health Sciences.

This section outlines the purpose and processes through which observations and evaluation of teaching by academic peers take place.

The University supports peer critique as a method of generating insight and information to help faculty members improve the effectiveness of the design and methods of their instructions. Through reflection on this insight and information and other forms of input, it is expected that faculty members will be better able to improve their effectiveness. The Peer Evaluation of Teaching process is based on these principles:

- Peer Evaluation of Teaching (PET) is a collaborative process in which instructors under review work closely with peers to get feedback about teaching and learning in their classes.
- PET is primarily a formative process used to guide the professional development of faculty members in the area of teaching and instructional effectiveness.
- PET is also used to form summative judgments in special circumstances, such as:
    - Promotion applications;
    - Contract renewal, which takes place in the penultimate year of the current contract; and
    - Confirmation of the regular appointment of faculty on probation.
- The outcomes of the PET are confidential to the individuals forming judgment on a faculty member. The PET process will be completed at least two weeks in advance of the deadline for the particular circumstance.
- Normally Colleges will establish a schedule that allows for all faculty members to engage with the PET process at least once in a four-year period, but preferably every two years.

PET Procedure

- Criteria to be used in Classroom Observations of Teaching
    - Clearly defined learning objectives and outcomes;
    - Effective preparation of the lecture;
    - Appropriate use of educational technologies and teaching aids;
    - Proficiency in English (for courses delivered in English);
    - Logical sequence and organization of the class;
    - Effective use and distribution of class time;
    - Encouragement of discussion and participation of all students;
    - Use of interactive and cooperative learning pedagogies;
    - References to sources of academic or other relevant secondary literature;
    - Respect between the students and the faculty member; and
    - Stimulation of critical thinking, analysis and synthesis of ideas.

College Procedure for the PET Process

- A Peer Evaluation of Teaching Committee is established in each College by the College Council at the commencement of the academic year. Normally, the Committee should include one faculty member at the rank of Professor or Associate Professor from each Department. The Chair of the Committee should be a full Professor. The members of the committee should be selected from among the faculty members who are recognized for their proficiency in teaching.
- The Dean determines which faculty members will be evaluated through the PET process that year, either for regular periodic reviews or owing to special circumstances.
- For each faculty member being observed, the PET Committee shall establish a sub-committee of three faculty members, one of whom must be from the faculty member's Department. The chair of subcommittee should be a Professor if the faculty being observed is applying for promotion to the rank of Professor or if he/she is holding that rank. The subcommittee will:
  - Request a teaching portfolio from each faculty member. The portfolio shall include at a minimum a description of areas of teaching specialization and current teaching schedule with numbers of students enrolled in each class.
  - Use the portfolio to determine which section(s) will be observed and the date of the first of two classroom visits. Small sections shall normally be excluded. The faculty member is informed of the date of the intended teaching observation.
  - Organize a pre-visit meeting with the faculty member at least one week prior to the first visit. The meeting shall outline the purpose, process and criteria to be used by the subcommittee in observing the class.
  - Conduct a classroom observation and make written record of the observations against each criterion.
  - Form a summary report to be shared with the faculty member as feedback during a formal post-observation meeting.
  - Conduct a second teaching observation at a date notified in advance to the faculty member.
  - If needed, more than two class visitations might be conducted.
  - Prepare a written summary report ranking the faculty member as excellent, very good, good, satisfactory, or unsatisfactory and submit this report to the Chair of the College PET Committee.
- The Chair of the PET Committee verifies that the report conforms to the procedures set forth herein and sends it to the faculty member's Department Chair. The Department Chair normally shares the report with the faculty member whose teaching has been observed unless this would be prejudicial to any special circumstances for which the PET has been conducted (for example, if applying for academic promotion).

4.1.13 Faculty Travel

Note: Applies to all faculty members and instructors of the UAE University except those in the CMHS.

The UAEU recognizes the need for faculty members to travel for the purpose of furthering their professional development, academic careers and the research mission of the University. To this end, the University has a procedure allowing travel and providing financial support to faculty members to travel for the purposes designated in this policy.

Faculty Travel Policy

- Faculty members are entitled to travel and receive financial support from the UAEU when the activity or event can be justified as:
    - supportive of a faculty member's career development;
    - conducive to the production of high quality research and its dissemination;
    - promoting the reputation of the UAEU as a research-intensive university;
    - developing collaborative external partnerships with acclaimed international universities and through the relationship, further the research mission of the UAEU; and
    - required, following the nomination of the faculty member by the UAEU, governmental bodies or non-governmental bodies to represent the University or the government at an official function.
- Faculty members in receipt of financial support for travel for the above purposes are responsible for making a full contribution within the framework of the designated activity. Fulfillment of the requirements of the activity must take precedence over other opportunities that arise in the external context.
- The level of financial support from the University may vary among the Colleges and shall be granted subject to budget availability.

Faculty Travel Procedure

1. **Entitlements**
    - Normally, no travel is permitted between the first day of the final exam period and the official publication of students' grades within the academic semester.
    - Faculty Members:
        - Total travel days should not exceed ten (10) working days within the two academic semesters of a single academic year.
        - Each faculty member is entitled to financial support for travel to one international and one local trip each academic year.

- Each faculty member is entitled to apply for permission to make one additional trip, either locally or internationally, but normally this trip will not be paid for by the University.
  - Instructors:
    - Total travel days should not exceed ten (10) working days across two academic years (i.e., four regular academic semesters).
    - Each instructor is entitled to financial support for travel to one international and one local trip during the two-year period.
    - Each instructor is entitled to apply for permission to make one additional trip each academic year, either locally or internationally, but normally this trip will not be paid for by the University.
- Payment for travel may be awarded outside the normal procedures for extraordinary circumstances with the permission of the Provost upon recommendation by the Dean.

2. Approval Process

- Applications for permission to travel must be submitted through the UAEU e-services system, whether or not financial compensation is being sought.
- Applications must be submitted at least four (4) weeks prior to the intended date of travel.
- Applications must have the endorsement of the Department Chair and the Dean before they are submitted through the e-service system.
- Applications are reviewed and approved as they are received.
- Approvals are given by the Signatory Authority.
- Approvals render the faculty member (or instructor) responsible for reporting on the activity or event on return to UAEU. The Department Chair is responsible for ensuring the fulfillment of this obligation.

3. Approval Criteria

- Applications for permission to travel (with or without financial compensation, subject to budget availability) are reviewed and approved where one (or more) of the following criteria is (are) fulfilled:
  - The activity or event has high importance or reputation within the academic field.
  - The host institution has high significance or reputation within the academic community.
  - The activity or event is of direct relevance to the faculty member's (or instructor's) specialization or field of research.
  - Paper presentations have been accepted through rigorous peer review.

- The paper will be published within the conference proceedings.
- The activity or event will be attended by internationally recognized leaders of the academic field.
- It is likely that the activity or event will impact positively on the requester's career development and/or the reputation of the UAEU.
- Approval is not normally given for applications to travel if the purpose of the activity or event is judged primarily commercial.
- Colleges are entitled to create additional criteria according to need.

4. Levels of Funding

- Applicants may request full or part financial compensation.
- Financial compensation may be proportional to the overall cost to the requester.
- Permission to travel and the award of financial compensation is conditional on observance of stated procedures and deadlines.

5. Seminars

Depending of the size of the Department and the number of scientific travels, each Department/College should organize at least one seminar each semester in which the faculty members and instructors share their travel experiences and research outcomes.

4.1.14   Faculty Development

Faculty members are eligible to attend two conferences during the academic year; one may be paid for by the University, subject to budget availability, while the second is at the faculty's expense. Proposals to attend conferences are submitted to the Department Chair, reviewed and approved by the Dean of the College.

In addition, the Center of Excellence in Teaching and Learning, CETL, organizes advanced workshops and training sessions to enhance the skills of faculty members at the University level. Faculty members are encouraged to consult with the staff of CETL for more information related to faculty development programs.

4.1.15   National Faculty Professional Development Program

The UAE University seeks to advance the academic skills, expertise and experience of all faculty members so that they make effective contributions to the teaching and research missions of the institution and its administration. The National Faculty Professional Development

Program (NFPDP) was established to provide additional opportunities for Emirati Faculty Members to enhance their professional development. The NFPDP Policy identifies the mechanisms and resources in place to enable eligible faculty members to achieve such professional development. It applies to all UAEU Emirati faculty members of professorial ranks.

NFPDP Policy

1. The National Faculty Professional Development Program (NFPDP) provides mechanisms and resources to enable Emirati faculty members holding the ranks of Assistant Professor, Associate Professor or Professor to advance their scholarship, teaching and/or administrative expertise and thereby better contribute to, and enhance the, mission of the UAE University.
2. Awards of the National Faculty Professional Development Program (NFPDP) shall be granted only, subject to budget availability, on the basis of a proposal of planned activities designed to improve the professional performance of the applicant and benefit the institution.
3. Assessment of each proposal is made according to criteria published in the Procedures related to this policy.
4. Financial support and Leave of Absence for approved proposals are granted according to the guidelines published in the Procedures related to this Policy.
5. Individual recipients of NFPDP awards should submit written reports including their accomplished activities to the Chairs of their Departments. The recipient will further share the outcomes with the UAEU academic community at a juncture appropriate to the nature of the activities.

NFPDP Procedure

1. Proposals are made by individual faculty members and submitted to Department Chairs for recommendation to the Deans and thereafter approval by the Provost.
   - Format of proposals
     Applications must include:
     - Name, College, Department, Rank (with years in rank)
     - An up-to-date Curriculum Vitae
     - Supporting documents (formal invitation, letter of acceptance, etc.)
     - Details of the most recent completed NFPDP activity (if any), including
       - Description of activity completed;
       - Date(s);
       - Final reports as submitted on completion of the activity.
     - Full description of the proposed activity. Details must include:

- Proposed activities, with Justification that they fall within the guidelines and timelines set forth herein;
- Location;
- Proposed date(s) and duration of activity; and
- The expected total cost of the proposed activity.
- Signatory process
  - Faculty members must sign and date the application.
  - Department Chairs and Deans must sign and date confirming their approval of the application, and giving an explanation of the extent to which the application meets the review criteria.
  - The Higher Committee of the Program will review all applications based on the recommendations of Department Chairs and Deans, and the budget allocated to the Program, and refer its recommendations to the Provost for approval.
  - The Provost should confirm to the College Dean the approval of the application (if approved), and state the funding allocated.
- Timeline

ACTION	DEADLINE (or preceding Thursday if deadline falls on a weekend)
Applications submitted to Department Chair	October 31st
Department's Recommendation to College Dean	November 15th
College Dean's Recommendation to Provost	November 30th
Provost notice to College Dean	December 31st
Notice to faculty member	January 15th
Faculty member report to Department Chair	Normally within two months of the conclusion of the activity, or as agreed

2. **Proposals will be assessed on the extent to which the proposed activities:**

- Seek, or lead to, production of scholarly output;
- Relate to the applicant's academic discipline or administrative role;
- Appear to provide a solid contribution to the promotion prospects of the applicant;
- Are well planned;
- Are cost effective and within the NFPDP's budget; and
- Fall within the guidelines published herein. Other factors that may affect the decision to grant NFPDP award include:
- Active-rather-than passive participation (submission of papers, etc.);
- Feedback on previous participation by the applicant; and
- Applicant's rank and years of service in rank.

3. **Guidelines for eligible activities and exclusions**

- Activities will normally take the form of conference participation; academic visits to universities, archives, libraries or research institutes; and training programs.
- Faculty members are permitted a maximum of two activities within one academic year, of which at least one must involve active participation, and a maximum of one that is a specialized training program or an academic visit.
- The faculty member is eligible to attend only two conferences, if he/she has no acceptable paper, in each rank.
- Language training is limited to a maximum of one per year and two within an academic rank.
- Management training is limited to a maximum of one per year and two within an academic rank, unless it is within the faculty member's specialization.
- No activities proposed in the final exam period will be approved.
- Activities taking longer than one week should not take place within the official working days of the fall or spring semesters.
- Proposals for equipment, software, hire of research staff, or reduction in teaching load will not be approved under this policy.

4. **Funding is provided as follows:**

- Conferences
    - Economy return air ticket and Visa fees where appropriate
    - Registration fees
    - Per diem at University-published rates for a maximum of seven days
    - Academic visits
    - Economy return air ticket and Visa fees where appropriate
    - Fees required for use of host facilities
    - Living expenses as follows:
        - Lump sum of AED 10,000 if the academic visit ranges between one to two weeks.
        - Lump sum of 18,000 AED if the academic visit is more than two weeks.
- Training programs
    - Economy return air ticket and Visa fees where appropriate
    - Registration fees
    - Fees required for use of host facilities
    - Per-diem at University-published rates. If the registration fees include accommodations, the applicant may receive half of the allocated per diem. For training programs that exceed one week, academic visits rules are applicable.

5. Faculty members on secondment or sabbatical leave are not eligible to apply.
6. Unsuccessful applicants for NFPDP funding may appeal to the Provost in writing within two weeks of the original notification.
7. Activities that are cancelled because of illness or other unplanned circumstances may be substituted with other activities in the same academic year after obtaining appropriate approvals.
8. The authority to grant exceptions is vested with the Provost.

4.1.16   UAEU Teaching Assistant Program

1.   Program Management

   – University Teaching Assistants Office
   The University TA Office oversees the TA Program in the University, liaises with the Cultural Attaché's Offices in the countries where the TAs are pursuing their study, and coordinates with UAEU Colleges and departments with regard to all matters pertaining to the Program.
   – Teaching Assistants Committee
   The TA Program is overseen at each College by a Committee established by the Dean. The TA Committee will:
      – Determine the number and specialty of TA positions to be allocated to each department;
      – Supervise the preparation and implementation of TA qualifying programs during residency at UAEU;
      – Administer the TAs' applications for admission for graduate study at an institution outside the UAE;
      – Monitor the TAs' progress during their scholarship studies at the host university and submit reports to their academic Departments ; and
      – Act as liaison between the host university and the UAEU academic department in matters pertaining to the progress of the TA.

2.   Eligibility

   – Applicants to the position of TA must hold a Bachelor's Degree awarded by a university approved by the UAE Ministry of Higher Education and Scientific Research and have obtained a cumulative GPA equivalent to or higher than 'Very Good' (3.00 and above on a 4.00 scale) and at least 'Very Good' (3.00 and above on a 4.00 scale) in the subjects of the major. Additional qualifications are required for medical and clinical specializations.

- Applicants must satisfy any additional requirements of a College of the UAEU offering their intended specialization. Interviews may be supplemented by examinations set by the College.
- Other standard requirements stipulated by the HR Department also apply.
- The Chancellor may grant exemption from some of the conditions stipulated by the University as requirements for eligibility, if there are strong reasons to do so.

3. Recruitment

- Recruitment of the TA is managed through the standard UAE University HR hiring process, after the College has requested the TA position and had it approved according to the Signatory Authority.
- In special cases, and with the approval of the Chancellor, TAs may be appointed without advertising for the position if the applicant holds his/her degree from accredited university with an "Excellent" grade, or if the applicant got his/her degree in a rare specialty that aligns with needs of the University.
- Each college will establish a selection committee to review applications for TA positions and prepare a shortlist of the candidates for approval according to the Signatory Authority, with a report elaborating on selection criteria, remarks and recommendations.

4. Appointment Procedures

- An appointed TA shall report to work in the designated Academic Department no later than sixty (60) days following the date of notification of the appointment. Failure to report to work within that period without acceptable reasons may be considered as declining the job offer.
- On appointment, TAs will be designated as 'residents' until the commencement of their graduate studies outside the UAE. On commencement of their studies abroad, the TAs will be designated as having a 'scholarship' status.
- With the exception of College of Medicine and Health Sciences (CMHS), TAs are appointed on a probationary basis for a maximum of one year after which the TA will be granted the job. The resident TAs is subject to a qualifying program identified by their Colleges in coordination with the University TA Office. For CMHS, the probationary period is three years, and may be spent abroad without being considered as part of the scholarship period.
- Teaching Assistants on probation may resign with two months' notice without being entitled to any end of service payment. If the UAEU terminates the TA's contract during the probationary period for any reason, the UAEU will decide on the compensation.

- Within the maximum one year probationary period, the College will submit a recommendation justifying the confirmation of appointment of the TA.
- Teaching Assistants may apply to change specializations or transfer from one College to another Department/College. Transfer is subject to the approval of both the sending and the receiving Departments/Colleges and by the University Administration in accordance with the Signatory Authority.

5. Endorsement and Undertaking

On appointment, the TA should sign a written undertaking for the followings:
- Work after completion of study (award of the terminal degree) and return to the University as a faculty member for a minimum period equivalent to the time spent in scholarship;
- Allow the Office of the Cultural Attaché to request or receive academic performance reports or transcripts from the university where the TA studies, and submit these to the UAEU;
- Adhere to the published TA Code of Conduct and Discipline;
- Adhere to the published University Policies, Procedures, and other regulations; and
- Reimburse the UAEU for tuition fees, should the contract be terminated through the TA's resignation or failure to meet the requirements of the TA position.

6. Length of Study

The following time limitations apply to all TAs:
- A resident TA may not remain as such in the UAEU, with the exception of CMHS, for more than one year, unless he/she is enrolled therein to study for a higher academic degree. The residency period may be extended for not more than six months if the delay in commencement of the graduate studies outside the UAE is due to reasons beyond control. For CMHS, the residency period limitation is three years.
- Teaching Assistants must complete Master's Degree requirements within a maximum of three years. For obtaining the Master's/PhD combined program, or obtaining the PhD directly from universities which do not require Master's degree, or obtaining the Medical Fellowship for the TAs of CMHS, the study period should not exceed six years, starting from the date of commencement of scholarship but excluding a maximum of one year for the purposes of learning the language of study, or attending any training sessions, or completing qualifying programs that are either necessary or will help the TA to secure admission.
- Upon written request, a TA may be granted a total extension of two years (three years for Medicine) above the stated time periods, with no more than one year's extension granted at one time, upon the recommendation of both his/her advisors at the host

university and at the UAEU, if he/she is unable to finish his/her studies for the academic degree during the specified periods. The request may be granted only if the TA has shown good potential for obtaining the academic degree during the extension period. During the extension period the TA will not be paid his scholarship salary unless the UAEU administration decides for good cause to the contrary.

- The "scholarship" status of a TA may be temporarily terminated, to return as a resident TA, for up to one year.

7. Compensation

- Compensation packages will include salary, allowances, benefits, and relevant tuition/fees in accordance with the following:

Item	Resident Teaching Assistant	Scholarship Teaching Assistant
Salary	As per salary grade attached to the HR policies, in addition to the University Allowance of 50% of the adjusted salary, and AED 600 as Transportation Allowance and Accommodation Allowance. The Transportation Allowance and Accommodation Allowance are not paid for the TA when he/she starts his scholarship.	Scholarship salary according to what has been specified in the Cabinet Decree No. (5) of 1985 and its amendments. This salary is payable immediately effective as of the date of the start of the scholarship stated in the decree plus 50% of the scholarship salary if spouse is accompanying the TA provided that the spouse is not granted a scholarship or a leave without pay.
Vacation/Leave	As per UAEU faculty members	As per host institution regulations
Leave without pay	For up to one year	For up to one year
Sick leave	As per UAEU faculty members	As per host institution regulations
Medical Insurance	As per UAEU faculty members	Medical insurance applicable in host country or Cost of medical care where medical insurance is not in effect (excluding non-standard dentistry, orthodontic treatment and cosmetic surgery)
Travel Tickets		Cash once each academic year in lieu of economy class tickets for the TA and his dependents
Subsistence Allowance		On arrival at the place of study for up to two times, accommodation and board for up to six nights, in a hotel reserved by the UAE Cultural Attaché in the host country
Tuition fees		Tuition fees for studying English language or any training courses or qualifying programs for up to one year, as well as the tuition fees of studying Master and Doctorate Degrees, paid directly to the institute or the university. Payment of

Item	Resident Teaching Assistant	Scholarship Teaching Assistant
		tuition will not be made if the TA changes his/her designated university or major without prior approval of the UAEU administration
Sickness travel		Return air ticket from the country of the study to UAE if the TA is sick, based on the recommendation of a medical authority
Repatriation		Costs of embalming and transport of corpse of TA and tickets for family return. In case of death of spouse or dependent abroad, one economy return airfare from/to host country for escort
Conference/ Training	Economy return air tickets or cash in lieu, plus registration fees and per diem per UAEU TA travel regulations, for two times during residency, after approvals of the academic advisor and the Dean	Economy return air tickets or cash in lieu, plus registration fees and per diem per UAEU TA travel regulations, for two times for each degree, after approvals of the academic advisor and the Dean
Books and Journals		Subscription to four academic periodicals or academic societies that publish periodicals for not more than $400 each, for the duration of each academic degree Four academic text books in the field of specialization for each academic degree (total should not exceed $800 for the Master's Degree and $1600 for the PhD Degree)
Application fees	Up to nine institutions for each academic degree, including all other related fees such as visa, SEVIS, mail, transcript extraction, medical checkup fees, etc.	Up to nine institutions for each academic degree, including all other related fees such as visa, SEVIS, mail, transcript extraction, medical checkup fees, etc.
Books and Clothing		According to what has been specified in Cabinet Decree N. (5) of 1985.
Laboratory Fees and software and Use of Equipment		Maximum of US $5000 for each degree
Personal Computers & Laboratory instruments		Not more than AED 10,000 once during employment as a TA for computers & US $5000 for lab instruments, to be the University property after the completion of the degree
Dissertation		Printing and revision cost of one Master's thesis and/or one PhD thesis
Family Salary		50% of the scholarship salary will be paid to the TA if his/her family accompanies him/her in the host country, provided that

Item	Resident Teaching Assistant	Scholarship Teaching Assistant
		the spouse in not receiving any other salary or benefits
Spouse Medical Insurance		For spouse and children under 18 years of age: Medical insurance applicable in host country or Costs of medical care where medical insurance is not in effect (excluding non-standard dentistry, orthodontic treatment or cosmetic surgery)
Education Fees (Spouse and Children)		Tuition for foreign language study for up to 12 months for the TA spouse Cost of day care, nursery and kindergarten for up to $5000 per year per child Cost of education, for primary up to secondary, for each child within the age range for these school levels
Baggage and Personal Belongings Shipping Allowance		A maximum of AED 6000 is paid for the TA to ship baggage and personal belongings to the UAE after being awarded the PhD Degree, and also after the completion of the Master's Degree if he/she returns back as a resident TA
Post-Doctoral Scholar		Authorizing the TA, after obtaining the PhD or the medical Fellowship to be engaged in a post doctorate program for research and/or scholarly training for up to 2 years
Exam Fees		Preparatory study and exam fees required for admission TAs in CMHS are eligible to get payment for the examination fees for the American Board, the British and Canadian Royal College. They also get the accommodation expenses for up to three days during the examination time, travel expenses, and the fees for insurance against the risk of the profession
Master's Degree Allowance	AED 1000 per month as of the date of obtaining the degree	AED 1000 per month as of the date of obtaining the degree
Return Salary		The TA will be paid two months scholarship salary after fulfilling the requirements of the PhD, to complete the arrangements of returning back home

- If the TA obtains his/her PhD or medical Fellowship and does not report to work within two months after receiving the degree without a legitimate excuse accepted by the Dean and the VC, the UAEU may terminate his/her service and request for reimbursement of all tuition fees paid.

- Exceptional payment of one month's gross salary is made in the case of early completion of the degree (defined as at least six months before the specified time) or for TAs graduating with' distinction' or 'excellence'.
- Teaching Assistants will be entitled to the Compensation Package for the duration of the study up until the maximum limit of the program as stipulated in these Procedures. The University will terminate the contract of employment and cease compensation accordingly should a TA be unable to complete his/her degree within the maximum time allocated.

8. Tuition Fees and Instructional Costs

- Upon receipt of authenticated documentation of registration and confirmation of satisfactory progress, the Cultural Attaché will make remittances for tuition and exam fees, and any authorized extra-curricular study, directly to the university or institute where the TA is studying.
- The University is not liable for fees or costs against courses or programs of study if the TA has withdrawn from these without prior approval by the UAEU.

9. Academic Supervision

- On appointment, the resident TA will be under the supervision of the concerned academic Department/College. The relationship will continue as the TA takes up scholarship status.
- Teaching Assistants under scholarship status will be supervised by the Cultural Attaché's Office and will sign a Letter of Consent with the host university allowing it to release personal and academic information to the Cultural Attaché's Office upon its request. This Office will provide reports to the University TA Office about the progress of each TA.
- Department/College supervisory responsibilities include:
    - Supporting identification of and application to a host institution for the purpose of pursuing graduate studies,
    - Holding training sessions for the TAs to train them on new methods of teaching and research methodologies,
    - Academic advising for the scholarship TA.
- The academic Department/College of the UAE will respond appropriately to the TA progress reports in order to overcome problems which affect the TA's academic performance.

10. Teaching Assistant Code of Conduct and Discipline

- The TA is subject to the UAEU Faculty Code of Professional Ethics.
- The Scholarship TAs' conduct is further governed by the laws of the host country in which they study.
- The TAs' general conduct and commitment to studies are further governed by the policies and procedures of the host university.
- A TA may not be involved in any activity that may prejudice or otherwise compromise the progress of his/her academic study or academic status as a resident or scholarship TA.
- Unapproved absence or withdrawal from studies for a period exceeding 30 days shall be treated as formal resignation from the TA Program. Approvals for leave of absence in excess of 30 days must be endorsed by the appropriate authority according to the Signatory Authority and will be deemed as 'unpaid leave'.
- A scholarship TA will reside in the host country for the duration of the studies with the exception of the formal vacation periods of the host institution or after exceptional approval according to the Signatory Authority.
- Breaches of the terms of conduct above will be subject to disciplinary procedures as set out in this document.

11. Resignations

Resignations should be made in writing (with one month's notice) to the concerned academic Department/College of the UAEU and are subject to their approval. Approval of resignations may be postponed in the case of outstanding disciplinary action.

12. Terminations

The Teaching Assistant may be terminated for any of the following reasons:
- Failure or refusal to commence study on the specified date.
- Failure to secure admission after one year from the date of appointment.
- Marriage to a non-Emirati, during the study period, except from Gulf Cooperation Council (GCC) Countries.
- Dismissal from the university where he/she studies due to poor academic performance or to violating university policies or codes of conduct.

13. Disciplinary Action

- Disciplinary measures
  According to the results of an investigation into the disciplinary case, measures may include:
  - Verbal warning;
  - Written warning;
  - Written admonition;
  - Written admonition coupled with suspension of payment of salary, wholly or in part, for a period not exceeding three months;
  - Termination of service with retention of entitlement to salary or allowances due; or
  - Termination of service with forfeiture of salary or allowances due, at a rate not exceeding 25 percent.
- Investigation
  - An advisor appointed by the academic Department will deal with minor infractions. A written report will be filed.
  - For major infractions, a disciplinary process will be commenced by the Vice Chancellor, normally through an ad-hoc committee. The lead investigator will provide the Vice Chancellor with a comprehensive report on the disciplinary case and its investigation.
  - A Teaching Assistant may be suspended with or without pay during the investigation. The period of suspension shall be considered from the date the disciplinary case is reported until a decision is rendered and shall entail suspension of payment of half the monthly salary as of the date of suspension from work. Such suspension shall not exceed three months, which cannot be extended.
  - Where the matter results in a finding that there was no infraction, the TA shall be entitled to all the amounts previously withheld during the suspension.
  - The TA may appeal the disciplinary decision by presenting his/her appeal to the VC in writing within two weeks of written notification of the results of the disciplinary investigation.
  - Voluntary resignation of the TA will not prejudice or exempt his/her liability for any criminal or civil lawsuit that may have been brought against them.

4.1.17   Faculty Code of Professional Ethics

The University values integrity, honesty, fairness, collegiality and freedom of inquiry and expression. The Code of Professional Ethics is a shared statement of the UAEU's commitment to these values and the ethical, professional and legal standards that derive from them and apply to our conduct in teaching, scholarship and service.

1. General

- Faculty members are scholars, educators, and members of a scholarly community. They are committed to integrity, honesty, fairness, collegiality and entitlement to scholarly enquiry free of constraints. They share and respect responsibilities and standards of conduct that give effect to these commitments.
- Faculty members, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. They strive to devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- Faculty members promote the free pursuit of learning and inquiry, and observe scholarly and ethical standards in teaching and research. Faculty members demonstrate respect for students as individuals, for whom they are intellectual mentors and counselors, and maintain confidentiality as appropriate to that professional relationship. Faculty members foster honest academic conduct, evaluate students on merit and protect students from exploitation, harassment or discrimination. Faculty make proper acknowledgement of a student's contribution to their research.
- The University faculty members have obligations that derive from their membership in a community of scholars. Faculty members show respect for the opinions of their colleagues while maintaining the right to debate and critique others' ideas. They defend their colleagues against discrimination and harassment and uphold their right to free inquiry.
- Faculty members accept their share of responsibilities for the governance of the institution. They observe the Policies and Procedures of the institution and participate in their critique and revision. Faculty have primary obligation to their duties and responsibilities for the UAEU over and above any commitment they may make to other entities or individuals. Faculty are cognizant of their contribution to the UAEU and the impact of withdrawal of their services without due notice. Faculty members act in the best interests of UAEU and its reputation. They neither speak on its behalf, without authorization, nor act to bring the reputation into disrepute.

2. Academic Freedom

- The University was established by the government of the UAE to provide quality education and ensure the advancement of its citizens through scientific research, dissemination of knowledge, understanding of facts and fostering independent thinking and expression.
- Faculty members recognize that they operate within the context of the culture, morals and laws of the UAE. In support of the University's central functions as an institution

of higher education, it is the responsibility of the UAEU to protect and encourage the faculty members in their teaching, learning, research, and public service.

– The authority to discipline faculty members in appropriate cases derives from the shared recognition by the faculty and the administration that the purpose of discipline is to preserve conditions hospitable to these pursuits.

– Faculty members are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties. Research for pecuniary return should be based upon an understanding with the authorities of the institution.

– Faculty members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter that has no relationship to their subject.

– Faculty members are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline; however, their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public might judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

Any questions or concerns with issues of academic freedom at the United Arab Emirates University should be addressed through academic channels, beginning with the Department Chairman, proceeding to the Dean and then to the Academic Personnel Office.

Furthermore, faculty members are encouraged to review the HR policies on Code of Conduct which is applicable to all employees at UAE University.

3. Academic Integrity

– Academic integrity is vital to the success of the University's mission. It entails a strong commitment to the values of honesty, trust, fairness, respect, and responsibility.

– All members of the academic community will not act dishonestly in their teaching, research and service to the institution. Campus policies uniformly deplore cheating, lying, fraud, theft, and other dishonest behaviors that jeopardize the rights and welfare of the community and diminish the worth of the academic degrees.

– Faculty members will acknowledge use of the intellectual property of others and uphold best professional practices and high ethics in their scientific research, consultation services and publications.

– Faculty members will act impartially and without prejudice to, or conflict with, the reputation of their students, colleagues, Department, discipline and the University.

- Faculty members will cultivate a culture of trust and trustworthiness, fairness and transparency, and justice and mutual respect. Faculty members will seek to prevent others from failing these standards, support others in achieving these standards, and report to the Deans any wrongdoings.
- Mutual respect is crucial for an academic community. Faculty members must respect themselves and their students as mentors, colleagues, and individuals.

4.1.18 Signatory Authority for Academic Personnel

	Transaction Description	Signatory Authority Level				
		Dean	Provost	Vice Chancellor	Chancellor	University Council
Policies & Procedures	New or amendments to academic personnel policies		X	X	X	X
	New or amendments to academic personnel procedures		X	X		
Academic Personnel Management Academic	Creation of new academic ranks		X	X		
	Top academic administrative appointments (Deputy Vice Chancellor, Dean, Vice Dean)		X	X	X	X
	Academic administrative appointments (Assistant Dean, Department Chair, Program Coordinator, Coordinators of Graduate Programs, and other academic administrative appointments)		X	X		
	Faculty appointments	X	X	X	X	
	Instructors appointments	X	X	X		
	Exceptions for academic personnel appointments (salary, contract duration, age when hired, terminal degree other than Ph.D. or M.Sc., etc.)	X	X	X		
	Joint appointment and "special contract" appointments	X	X	X		
	Visiting faculty appointments	X	X	X		
	Adjunct faculty appointments	X	X			
	Honorary appointments	X	X	X	X	
	Administrative allowances & special allowances		X	X	X	
	Approval of allowances from non-federal funds		X			
	Academic personnel secondment	X	X	X		
	Faculty/instructor contracts renewal/non-renewal	X	X			
	Faculty/instructor contracts renewal/non-renewal appeal		X	X		
	Faculty contract termination during the probationary period	X	X			
	Faculty contract termination before its expiration	X	X	X		
	Extension of faculty contract beyond the age of 65	X	X	X		
	Salary adjustment (merit, promotion, increment, etc.)	X	X	X		
	Academic personnel transfer	X	X	X		
	Resignation of dean or academic administrator		X	X		
	Resignation of other academic personnel	X	X			
	Retirement		X	X		

	Transaction Description	Signatory Authority Level				
		Dean	Provost	Vice Chancellor	Chancellor	University Council
	Academic advisory boards		X	X		
	Faculty attendance of conferences	X				
	Professional and consulting services	X	X			
	Sabbatical leave and exceptional leave of absence: Approval/Exceptions	X	X	X		
	College recognition awards	X				
	University recognition awards		X	X		
	Faculty performance review grievance	X				
	Approval of faculty absence	X				
Faculty Promotion	Establishment of additional performance standards	X	X			
	Exceptions from the length of service and eligibility requirements as given in the Promotion Policy		X			
	Faculty promotion		X	X		
	Faculty promotion appeal		X	X		
Faculty Workload Management	Workload reduction up to three credit hours	X				
	Workload reduction of more than three credit hours	X	X			
	Additional guidelines for workload distribution/calculations	X	X			
	Teaching overload pay	X	X			
	Faculty buy-out time	X				
	Summer session teaching load	X	X			
	Course credit re-adjustment	X	X			
Faculty Discipline	Implementation of major sanctions, as given in the Policy	X	X	X		
	Appeal of sanctions imposed on faculty member				X	
Grievance	Grievance related to promotion or discipline		X	X		
	Appeal of grievance related to reappointment or dismissal		X	X		
	Grievance on wrongdoings or on decisions related to other-than the previously mentioned actions	X	X			

4.2 STAFF AFFAIRS

4.2.1 Staff Appointments

This section presents the normal terms of appointment for the various grades and types of UAEU non-academic employees.
- Staff appointments are made based on the grade of the position with the appointment term being defined in the employee's contract.
- Academic ranking and related standards of appointment are contained in the policies and procedures of the Academic Affairs Office.

- Policies and procedures related to UAE National Teaching Assistants are covered by the Academic Affairs Office.
- In addition to being assigned a "grade", appointments as staff employees of the University will be categorized by one of the following types:
    - Regular Full-Time – for a period of twelve months or more.
    - Regular Part-Time – for a period of twelve months or more and generally offered only to UAE Nationals.
    - Temporary - full time for a period of less than twelve months and renewable.
    - Monthly lump sum.
    - Hourly – variable hours of work.
- As per the terms and conditions in their contracts, consultants and advisors are appointed on special contracts by approval of the VC or his/her designate. Appointments may be for a lump-sum salary or compensation and any other benefits. The contract shall set out the conditions of appointment and may or may not conform to standard University salary and benefits. The same may be applied to senior level employees whose terms of appointment vary from regular graded positions.

4.2.2   Staff Salaries

The staff salary scale is as per defined in the HR Staff Pay Grade Chart.

4.2.3   Staff Benefits

See section 2.2 under Faculty Affairs for Employee Benefits.

4.2.4   Staff Acting & Additional Duties Pay

The purpose of Acting Pay is to compensate an employee who has been asked to temporarily substitute in or perform the principal duties of a position in a higher salary grade.
- While in an "acting" position, the employee will be paid the base of the range for the position for which he/she is acting or 12% more than his/her current adjusted salary, whichever is greater.
- Acting pay is generally not appropriate for periods of less than one month and does not normally cover periods in excess of six months.

The purpose of Additional Duties Pay is to compensate an employee for undertaking, for a finite period of time, significant additional responsibilities which are not normally a part of

the employee's workload (i.e. the employee is performing their normal duties plus significant additional responsibilities during their regular work day).

– Additional Duties Pay (ADP) is 12% of the employee's current adjusted salary.

– Additional duties must be performed for a minimum of fifteen (15) working days in order to receive ADP. ADP may be applied for a maximum of six (6) months, subject to renewal for a further six months for exceptional circumstances.

– ADP will be halted on the dates that any type of leave occurs during the approved period.

– Requests for either Acting or Additional Duties Pay are made to the Dean/Director and require the approval of the Provost or Secretary General.

– The assignment of individuals to senior management positions shall be defined and authorized by issuance of a Chancellor's decree and specification of duties, time period and allowances as per their assigned decrees and concluded contracts (2).

This section covers policies relating to workforce planning, recruitment, internal transfers, job descriptions, classification and evaluation, and term of appointment including acting or additional duties and secondment.

4.2.5   Staff Planning

http://www.uaeu.ac.ae/en/about/policies/2011april13_hr_policy_final_full.pdf

The UAEU is committed to recruiting the right employees, for the right positions in an efficient and effective manner. The objective of this policy is to outline how staffing requirements are planned in advance to achieve the UAEU's business objectives and assist the UAEU towards managing the employment of an optimum level of human resources with the required skills.

– Workforce planning and budgeting shall be driven by the number of students, curriculum and research activity of the University. The workforce plan defines the number, cost, skill set and timeframe requirements for each position as well as reflecting future areas of growth.

– Annual discussions between the academic and operational areas of the University shall inform the Executive Team on anticipated changes to employee needs for the coming academic year(s). The academic vision of the University shall guide these discussions and consideration will be given to fiscal capacity.

– The Vice Chancellor or his/her designate shall sign off on the workforce plan for each year and the associated budget shall be integrated into the respective departmental budgets.

- Position deletion and recruitment requests for new and/or replacement positions shall be in accordance with approved departmental workforce plans.
- Ad hoc recruitment may be required to overcome unforeseen staff requirements such as, replacements for sudden resignations, new projects etc.
- Ad hoc recruitment requirements shall be approved as per the established signing authority and communicated to HR as early as possible. Where approved, such ad hoc recruitment will in turn feed into the workforce plan for future planning purposes.
- The HR Department shall monitor the implementation of all department workforce plans.

4.2.6   Staff Recruitment

The objective of the recruitment policy is to outline the principles to be used to ensure that the best-suited applicants occupy all positions in the UAEU and possess the required educational qualifications, experience, skill and knowledge to perform the job effectively.

- All standard recruitment activities shall be within the approved workforce plan.
- Any recruitment for non-budgeted positions will require special approval from the relevant signing authority.
- The UAEU shall adopt fair and consistent methods of recruitment and selection so as to select the most suitable candidate to meet the requirements of the job. Within the context of the cultural and legislative framework of the country, these methods shall support recruitment and selection that is free from discrimination.
- Where equally qualified candidates are being considered, the UAEU shall give preference to hiring UAE Nationals over non and internal candidates over externals. With the approval of the Provost/ Secretary General, minimum experience requirements may be waved in exceptional circumstances when hiring Nationals.
- All offer letters and employment contracts shall be issued by the HR Department in accordance with approved templates and signed off by the concerned Dean/ Director or as per the established signing authority.
- The HR Department is the facilitator for the recruitment process but the selection of candidates is the decision of the hiring Division/Department/College.

Interviewing

- No candidate shall be employed without first being interviewed by a selection committee. The committee shall, at a minimum, contain the supervisor for the area plus one other. Where a potential conflict of interest exists, or may be perceived to
- Exist, the selection committee member shall excuse him/herself from the selection process (i.e. interviewing of a family member).

- While preference is for face-to face interviews, video-conferencing and phone interviews may be used. Where the candidate is asked to travel to the University from within or outside the country, appropriate costs will be borne by the UAEU.
- No candidate shall be employed without reference checks being completed. Three references are preferred with at least two being from current or former employers (or other sources where the candidate is a new graduate). Normally these will be performed by HR. Faculty credentials are to be verified by the appropriate college.

Re-hiring

- A former employee may be re-hired provided that he/she has a satisfactory record and a vacancy is available inside the UAEU. It is at the discretion of the UAEU Management to approve or disapprove such re-engagement.

Employment of Immediate Relatives

- While the UAEU does not encourage employment of immediate relatives/next of kin of existing employees, it is recognized that this may occur on occasion where it is in the best interests of the UAEU.
- In no circumstance shall an employee report indirectly or directly to a relative.
- New hires are required to identify any potential conflict of interest during the recruitment process.

Selection and Offer of Employment

- Assuming reference checks are positive, the hiring department shall request that HR issue an offer letter to the preferred candidate.
- The salary offered will normally be at the base of the range for the position. In certain instances, following discussion between the hiring Department and HR, exception to this norm may be made following approval of the relevant signing authority. All offers must be supported by relevant Departmental budgets.
- Benefits and housing details should not be discussed by the selection committee and questions related to these areas should be referred to HR.
- If the employee signs off on the offer, HR will draft a contract of employment and have the candidate sign off.
- It is the responsibility of the hiring department to advise HR immediately of any changes to the new hire's start date.

Probationary Period

– The UAEU is committed to ensuring that both new employees and the UAEU are able to evaluate each other during the initial employment period.

– The length of probationary period varies with employee type and grade and is stated in the employment contract.

– During the probationary period the new hire's immediate supervisor shall meet with the employee on a regular basis to discuss performance. Performance concerns will be made in writing to the employee.

– Employees may be terminated by the UAEU at any time during the probationary period.

– If the employee is terminated during probation, the UAEU will determine whether the employee may receive the salary in lieu of notice or will be expected to work during the notice period determined by the employee grade/type (should the period differ from normal termination?).

– Employees resigning during the probationary period must generally give two-month notice to his/her supervisor; however, the University at its sole discretion may accept or request a shorter period. Notice period for teaching staff is normally six months tied to the end of the academic semester.

– An employee who resigns during the probationary period shall not normally be entitled to any end of service or repatriation benefits.

– In the case of expatriates terminated during probation, the UAEU will provide the tickets entitled by the employee and his/her immediate family members (when applicable) to return home unless the employee chooses to join another employer in the UAE.

4.2.7   Internal Transfers

This policy is applicable to all employees of the UAEU.

The objective of this policy is to outline how internal vacancies will be filled. In support of career paths for its employees, the University is committed to posting, where practical, all internal vacancies.

Voluntary Transfers

– In normal circumstances, employees must successfully complete their first year of employment prior to applying for another position.

- Where an internal applicant is, on paper, deemed qualified by the selection committee they shall be interviewed. Where the internal applicant is found to be equally qualified to an external applicant, preference shall normally be given to the internal applicant.
- It is the responsibility of the hiring Department to ensure that offers made to internal applicants are made conditional on the current Department being able to release the employee. The decision to approve a release of the employee rests with the current Department; however, approval will not be unreasonably withheld.
- Where approved, the effective date of the transfer shall be determined and agreed to by the current and receiving Departments.

Involuntary Transfers

- In the event an employee is involuntarily transferred to a position at the discretion of the UAEU, the details of the transfer will be determined by the Director HR in consultation with present Dean/ Director and the receiving Dean/ Director.
- In the event an employee does not agree to the transfer, the UAEU may terminate the employee as per the termination procedure.

4.2.8   Job Descriptions, Classification and Evaluation

The policy is applicable to all jobs in the UAEU. It specifies the guidelines for developing and amending job descriptions and for classifying and evaluating positions.

- Job descriptions (JD) shall be developed or updated whenever significant changes in the UAEU structure or position duties and responsibilities occur; and whenever new positions are created.
- The HR Department has the final responsibility of ensuring that JDs are prepared for each approved position in the approved JD format. Development of a JD is performed by HR with input from the designated department personnel. Where an employee is already in the position or where there is a proposed amendment to an existing filled position, HR will seek input from the incumbent.
- Classification involves the evaluation of a new position or significantly changed JD and shall not be used as a mechanism for granting salary increases to an employee on the grounds of personal merit or performance.
- A "point factor" job evaluation (JE) method is used to evaluate UAEU jobs. Each salary grade has a range of JE points. Jobs with JE points falling within the same range are assigned to the same salary grade. Details of the method are contained in a plan document, which is available to managers and employees.

- JE is not used to look at the specific performance of individuals doing the jobs. JE looks at the position not the person to determine what each job is worth and how one job stacks up against the others.
- JE shall be conducted by designated personnel within HR and other trained University staff as may be assigned. Input is received from the respective College/Department.
- The HR department shall communicate any approved changes in the compensation structure and subsequent placements of jobs.

4.2.9   Working Hours

The working-hours policy is applicable to all employees of the UAEU. The objective of this policy is to define the normal hours of work for University employees.

- The normal working hours of the UAEU shall be:
    Sunday to Thursday: 07:30 – 15:00 or 08:00 – 15:30
    Friday and Saturday: Off
- Employees are entitled to one unpaid hour off daily for lunch.
- Specific hours of work for faculty employees will vary depending on teaching schedules and will be as set by the Dean. Non-teaching units may also vary employee schedules to better meet student/ customer needs. Flexibility in working hours is possible where it meets the needs of the University and where the employee (for regular full-time positions) is providing the required forty hours of service per week.
- Employees have an obligation to attend work as scheduled and supervisors have an obligation to manage and address attendance issues.
- Hours of work will vary during the Ramadan period and employees shall not be entitled to lunch breaks during this time.
- Due to work requirements that exceed normal business expectations, the UAEU may occasionally require employees to work beyond their regularly assigned work hours. Additionally, work required to be performed on non-working days, holidays and in excess of Ramadan working hours shall be considered as overtime.
- Except in the case of an emergency, employees require prior approval from their supervisor before working overtime.
- Where eligible due to their position grade, employees may receive payment for overtime worked or, where operationally possible, time off in lieu of overtime payment.

4.2.10   Staff Discipline

This policy presents the University's expectations from its staff employees in terms of performance and behavior both inside and outside the workplace. It outlines the corrective disciplinary actions which will be taken to address unacceptable behavior.

– An employee who is deemed to be in breach of any of the UAEU standards of performance and conduct shall be subject to disciplinary measures. These disciplinary measures may include any of the following:
  – Verbal warning
  – Written warning
  – Disciplinary investigation (which may result in sanctions)
  – Dismissal
– In the case of verbal warning or written warning, the employee's immediate supervisor shall discuss with the employee the problems giving rise to disciplinary measures and give him / her, an opportunity to remedy the problem.
– A written warning may be imposed on the employee after reviewing the circumstances, hearing the employee's defense and consulting with the Director HR. A record of a written warning shall be given to the employee and a copy shall be placed in the employee's file.
– The SG, or a committee or individual of his/her choice, shall handle cases of disciplinary investigation. The employee may be suspended with or without pay during the period of investigation. The period of suspension shall be considered from the date the incident is reported until a decision is rendered on the matter. The results of a disciplinary investigation may include discipline up to and including termination of employment.
– The employee may appeal the disciplinary decision by presenting his / her appeal in writing to the VC within two weeks of the date on which the disciplinary decision is communicated to him in writing. Upon receiving the appeal, the VC shall review the matter. The decision on the appeal shall be final.
– All disciplinary decisions other than a verbal notice or warning shall be communicated in writing to the employee and a record shall be placed in the employee file.
– While neither exclusive nor exhaustive, serious misconduct actions subject to disciplinary investigation are listed under the "code of conduct" section of this policy.
– In the event Executive or Senior Management employees are subject to disciplinary investigation, the matter will be handled through the Chancellor or Vice-Chancellors Office.

4.2.11   Staff Grievance

This policy outlines the process by which employees may raise any work related concerns they may have.

- The Grievance procedure should be employed in the following circumstances:
  - Where an employee wishes to raise an issue concerning his/her own terms and conditions of employment.
  - Where an employee wishes to raise an issue concerning any aspect of his/her individual working relationships within the UAEU.
  - Where an employee is concerned regarding his/her individual working conditions or working situation.
- Employee shall initially approach the immediate supervisor in case of any grievance issue.
- Where the issue is not resolved through the immediate supervisor, employees may raise the grievance issue in writing to their Dean/Director.
- The Dean/Director shall meet and review the matter and shall arrive at a decision within five working days after the meeting is held. The outcome/solution arrived at shall be communicated to the employee in writing.
- In the event that the employee is not satisfied with the outcome, further appeal may be made to the Secretary General (SG). The decision of the SG shall be considered as final.

4.3   OTHER FACULTY AND STAFF UNIVERSITY PRIVILEGES
4.3.1   Employee Electronic Identification Card

After an employee obtains his/her employment visa, the University issues the employees their University identification (ID) card. The ID card is the property of the University. The employee should retain the ID in his/her possession at all times as proof of employment by the University. The employee must return the ID card to the University by his/her final day of employment with the University.

All University employees must have their IDs visible at all times while they are in campus. The ID will also be needed to pass through all electronic external gates, internal secured doors and the shared labs.

4.3.2   Keys

In addition to the ID cards, each department may issue office and other keys as relevant. Employees should report any lost or missing keys to their department secretary.

4.3.3   Medical Insurance Card

The University issues a medical insurance card to employees who qualify for the University provided medical insurance. The card is issued shortly after the employee begins his/her contract with the University and is the property of the University.

The card should be presented to any medical facility that will accept the card as evidence of medical insurance coverage. The employee must return the card to the University before his/her last day of employment.

4.3.4   Parking Permit/Gate Passes

Faculty who wish to park their cars in the restricted areas of the University will require a gate pass. The pass is not transferable from one vehicle to another. The approvals of the department manager and General Services are required to obtain a pass.
Temporary Purpose pass is given to temporary University employees, including visiting faculty and teaching assistants with access limited to specific locations.

4.3.5   Business Cards

With the dean's approval, faculty may request a University business card through their department secretary. The standard University design for both business cards and letterheads promotes the corporate identity. The University's publications Department has additional information about University stationary and can design and print the stationary for the faculty member.

4.3.6   Business Travel

Approved business travel and expenses will be reimbursed. Some business and travel expenses may be paid through travel advances, per diem, reimbursement or direct payment to a vendor. International business travel is permitted with Dean's approval.

Faculty members are permitted to attend two professional conferences each academic year with the Dean's approval. One may be paid for by the University; the other is at the expense of the faculty. In all cases, travel should not be during the final examination periods.

4.3.7   E-Mail

The University provides every faculty with a University e-mail account directly after being employed. One method to access e-mail anytime, anywhere is through the University's Webmail at http://webmail.uaeu.ac.ae.

4.3.8   Remote Access (RAS)

UITS can provide free internet access from the employee's home or other non-University location. A RAS request form is available from the University IT Services (UITS) website, http://www.uaeu.ac.ae/uits/.

4.3.9   Accommodation Maintenance and Changes

Many University employees who live in University leased property can address maintenance problems or concerns directly with the management firm responsible for the property. However, when there is not anyone responsible for the maintenance, the employee can submit a Housing Maintenance Request directly to Human Resources Housing staff.

University employees can change their accommodation after living in their homes for four years. Requests are made to the Housing Committee by completing the House Transfer Request form and submitting it to the Human Resources Department.

The employee needs to list their reasons for their request to change their home. The Housing Committee makes the final decision regarding transfers.

4.3.10   Family Sponsorship

Faculty are eligible to sponsor their immediate family members including spouse, dependent children (males under 18 years of age; no age limit for females), and parents (with proof of non-working status).

Sponsorship is only allowed after the faculty member has received his/her UAE resident visa. The Human Resources Department will assist you in obtaining your sponsorship visas.

Sponsorship of the family requires authenticated certificates (marriage for spouse/birth for children), medical exam for spouse and children (over 18 years) and fees for medical exam and resident visa. Faculty must take steps to obtain their families' sponsorship/resident visas within thirty days of UAE entry to avoid 25 dirham per day penalty. Visas are normally valid for three years.

4.3.11   Visa Renewals

The Human Resources Department will assist faculty in visa renewals for the faculty members and their sponsored family members.

4.3.12   Clearance Procedure

Upon learning of an employee's separation from the university, and in order to ensure a smooth separation for employees and allow sufficient time for appropriate areas of the University to reconcile accounts or collect materials and property, the employee is responsible for the prompt completion of the appended "Clearance Form" and for obtaining the signatures of the individuals listed in the various departments on the form.

5

ACADEMIC PROGRAMS

5. ACADEMIC PROGRAMS

5.1 DEFINITIONS OF ACADEMIC PROGRAMS AND THEIR CONSTITUENT PARTS

Note: Applies to all Colleges and Departments of the UAEU, except CMHS.

Academic programs and their component parts shall be defined and described as follows:

- *Academic Degree*: A title awarded in recognition of the recipient having satisfactorily completed a prescribed academic program of study. The University awards degrees at Bachelor, Master and Doctoral levels.
- *Academic Program*: A set of courses and other study requirements that, on successful completion, lead to the award of an academic degree.
- *Foundation Program*: A set of preliminary academic requirements that must be satisfied through exemption, course completion, or benchmark exams in order to be enrolled in an academic program.
- *Bachelor Degree Program:* An academic program leading to a Baccalaureate degree, normally, spanning four years of study. In prescribed fields, such as engineering and veterinary medicine, Bachelor degree programs span up to five years of study.
- *BS-MS Program*: A program that comprises the requirements of both the Baccalaureate and Master's Degrees. Baccalaureate degree-seeking students with high GPA can get pre-admitted in the MSc Degree program and earn graduate credits while still fulfilling the requirements for the BSc Degree.
- *General Education Program*: The General Education Program is a common set of courses within the academic programs. These required courses focus on different modes of reasoning, critical thinking and problem-solving skills, oral and written communication skills, and enable students to place their culture in a global context.
- *Major*: A major is a specialization within an academic program. It comprises a set of mandatory and elective requirements and may include other experiences. An undergraduate degree must include at least one major among other requirements. Successful completion of the major is certified on the graduation diploma.
- *Double Major*: An academic program that includes the requirements of two majors. The total number of credit hours of an academic program that includes a double major should not exceed the credit hour (CH) norm of other academic programs by more than nine (9) CH. Admission to an academic program containing a double major will be conditional on satisfaction of at least the normal requirements for each major and in certain circumstances may require demonstrated achievement at higher levels. Successful completion of the double major is certified on the graduation diploma with the names of both majors.
- *Minor (Optional):* A minor is an area of specialized academic training, disciplinary or interdisciplinary in character, which is distinct from the major although it may be in a related field. Its mandatory and elective requirements are less than those for a major.

It consists of 18 credit hours, at least nine (9) of which are upper-division work. Normally a minor will comprise courses that are established constituents of authorized majors. Successful completion of the minor is certified on the graduation transcript.

- *Track:* A track is a specialization within an academic program that allows closer study of a field contained in the overarching major. It includes at least 12 required credit hours as part of the major. Successful completion of the track is certified on the graduation transcript.
- *Option or Concentration:* Option and Concentration are terms that describe at least six (6) credit hours forming a constituent part of a major. There is no special mention of the terms on the graduation diploma or transcript.

5.2 GOVERNANCE OF UNDERGRADUATE AND GRADUATE PROGRAMS

This section addresses the governance policy for the University's undergraduate and graduate academic programs with regard to:
- Creation of new academic programs or their component parts;
- Modifications to established academic programs or their component parts; and
- Periodic internal and external review of academic programs.

The graduate policy applies to all graduate academic programs. On the other hand, the undergraduate policy applies to all undergraduate academic programs with the exception of the College of Medicine and Health Sciences (CMHS).

Academic programs are designed, implemented and managed by the Colleges of the UAEU in the context of University governance structures, Policies and Procedures, with the oversight of Graduate programs by the CGS.

This governance operates to assure the academic community of the high standards of all the academic programs that give effect to the mission of the UAEU.

Undergraduate Programs Governance Policy

- The Provost is charged with assuring the high standards of undergraduate academic programs, and designing and implementing effective policies and procedures to achieve this. The Provost is responsible for ensuring compliance with Policies and Procedures.
- The Provost is the custodian of this Policies and Procedures Manual, which is published on the UAEU website. Proposals for additions, deletions, or other amendments to the Manual may be originated by any user of the Manual, through the normal channels of policy changes.
- Creation or modification of academic programs is subject to approval of the College

Council, the Programs and Curriculum Committee, the Academic Council, and the University Council depending on the nature of the proposal as defined in the Signatory Authority. The Programs and Curriculum Committee may require some proposals to be reviewed by the General Education Committee.

Graduate Programs Governance Policy

– The Dean of CGS is charged with ensuring the high standards of graduate academic programs, and designing and implementing effective Policies and Procedures to achieve this. The Dean of the CGS is also responsible for ensuring compliance with Policies and Procedures, and for reporting instances of non-compliance to the DVCRGS.

– Colleges will take appropriate measures to review their graduate programs with their constituencies. These measures may include the establishment of Academic Advisory Boards for graduate programs. Terms of Reference detailing mission, membership, function and activities of such Advisory Boards are to be set by the host College, and filed with the College of Graduate Studies.

– Policies and Procedures are set out in this Manual and published on the UAEU website. Proposals for additions, deletions, or other amendments to the Manual may originate from any user of the Manual, and go through the process set out for that purpose.

– Depending on the nature of the proposal, creation or modification of graduate academic programs is subject to approval of the College Council, the Graduate Studies Council, the Academic Council, and the University Council, as defined in the Signatory Authority.

5.3 ESTABLISHMENT, DISCONTINUATION AND MODIFICATION OF UNDERGRADUATE PROGRAMS

Note: Policies and procedures apply to all Colleges and Departments of the UAEU, except CMHS.

The University has identified key elements that secure the consistency, standards and currency of its academic programs, and assure their effective administration. These elements are given effect as a quality assurance framework that prescribes the minimum requirements of proposals for new academic programs and the processes through which they are approved. The procedures also provide guidance for the discontinuation and modification of existing undergraduate programs.

5.3.1 Establishment of a New Undergraduate Program

The establishment of a new undergraduate program is conditional on production of evidence that:

- – it is consistent with the UAEU's Vision, Mission and Strategic Plan;
- – there are both the need (internal and external) and available resources to render it viable and of high quality; and
- – it conforms to recognized academic standards set within the UAE and by the international academic community.

The establishment of a new undergraduate program is further conditional on satisfaction of the requirements set out in the procedures related to this policy and is subject to approval by the Signatory Authority. Subsequent modification of the academic program, such as by changes to a major or other constituent parts, must also satisfy the conditions of (a) above, and is governed by the policies and procedures in effect.

Procedures for the Establishment of a New Undergraduate Program

- – Proposals for new undergraduate programs should be initiated within an academic department or college with the support of a core group of faculty who are responsible for meeting the requirements of approval, making practical arrangements to establish the program once approved, and teaching courses in its major specialization(s).
- – The development of full proposals for new undergraduate programs is conditional on prior approval of a program concept proposal by the College Council and then the Provost. The program concept proposal is no longer than two (2) pages and includes:
  - – Rationale for the program (need, broadly defined, including academic justification);
  - – Target student audience;
  - – Evidence of need as defined in the rationale;
  - – Demonstration of the fit of the program with the College/UAEU Strategic Plans;
  - – Resources required for program start-up and operation; and
  - – Listing of similar programs available at UAEU or within other UAE institutions.
- – In addition to the basic program information (rationale for the program; program objectives, goals and learning outcomes; curriculum and instruction; structure of the curriculum; admission requirements; course descriptions; etc.), all full proposals for new undergraduate programs must contain:

- Assessment of the extent to which the proposed program adheres to the requirements of the UAE Qualifications Framework for the award of Bachelor's degrees;
- Assessment of the extent to which the proposed program will achieve the learning outcome standards identified in the "Essential Capabilities of the UAEU Graduates";
- Assessment of the extent to which the award of the academic degree may enhance the employment opportunities available to the degree holders;
- Comparative assessment of the conformity of the program to recognized academic standards in its field of specialization as set by the international academic community;
- Assessment of the long-term viability of the program (student demand, need for graduates, resource implications);
- Resources required for the program including: 1) start-up costs, 2) operating costs, and 3) costs for library materials and other learning resources;
- Overview of the faculty complement (specializations) required to teach the program;
- An assessment of the relationship between the proposed program and other programs available at UAEU or other UAE institutions;
- A plan for the ongoing evaluation of the program;
- Full detail of the academic requirements that must be satisfied for successful completion;
- Structures, personnel and processes that will secure effective program

5.3.2   Discontinuation of Undergraduate Programs

The University is responsive to changes in the needs of UAE society and students, pays heed to resource constraints, and takes action where programs fail to achieve required standards. Therefore the UAEU will sometimes need to discontinue academic programs that no longer have relevance or meet a substantial need, or which fail to meet required standards. The academic programs should be discontinued in a timely manner and with due process.

Discontinuation of academic programs may occur in two ways: suspension and termination of the program.

Discontinuation of academic programs may have significant impact on the viability of the offering Department, including possible reorganization, merger, or elimination. The Department's commitments to the General Education Program, to Minors or to service courses for other academic programs must be taken into account in the management of the discontinuation of one or more of its academic programs.   The Department is not

synonymous with a particular academic program and thus the discontinuation of one academic program may provide the opportunity for the creation of one or more new programs.

Procedures for Discontinuation of Undergraduate Programs

- Programs are normally suspended before they are terminated, as set out here.
- Suspension of an academic program may be required because:
    - There is evidence that the program is no longer contributing to the mission of the Department, College or University;
    - Student enrollments have declined significantly in a sustained manner over a period of years;
    - The program has failed to graduate five or more graduates per year for a minimum of three years;
    - External program reviews have raised serious questions concerning the quality of the program and/or the achievements of its graduates;
    - The program has lost external accreditation; or
    - There are no longer sufficient resources to support the program.
- Recommendations for the suspension of academic programs are proposed by the College Council and are delegated to the University Program and Curriculum Committee (UPCC) for assessment and a recommendation. The UPCC will recommend its decision to the Provost who will then determine whether to forward the recommendation to the Academic Council for final approval.
- Conditions for the suspension of any academic program will be recorded and, should those conditions no longer apply, the program may be reinstated on application to the College, the UPCC and the Academic Council.
- Recommendations for the termination of academic programs are proposed by the UPCC as a result of the following:
    - A program has been in suspension for at least five years; or
    - No action has been taken to reinstate a suspended program within five years or any attempt has failed; or
    - The University administration requires immediate termination of an academic program without its prior suspension.
- The UPCC will recommend its decision to the Provost who will then determine whether to forward the recommendation to the Academic Council for its consideration. The Vice Chancellor will forward the Academic Council's recommendation to terminate the program to the University Council for final approval.
- Programs may be suspended/terminated for either or both female and male students.

- Suspension/termination for one gender may only proceed after consideration of whether alternative means of offering the program might sustain the program for both genders. This is particularly important where there is significant societal need for graduates of one or both genders.
- Suspension/termination may not prevent currently enrolled students from completing the requirements of the program. No new students may be admitted to a program that has been suspended/terminated but remains operational for a limited term in order to allow existing students to graduate.

5.3.3 Modification of Undergraduate Programs

Modifications to undergraduate programs are based on the following criteria:
- Evidence that the change will enhance the quality of the program, as defined by academic standards, contemporary relevance and student/employer demand;
- Modifications conform to recognized academic standards set within the UAE and by the international academic community;
- Modifications must maintain or develop further coherence with the UAEU's Vision, Mission and Strategic Plan;
- Modifications may only proceed if sufficient resources are available to implement and maintain the specified change; and
- Modifications may be implemented only after review as per the procedures and approval according to the Signatory Authority.

Procedures for the modification of undergraduate Programs

- Modifications are classified as "substantive" or "non-substantive."
- Substantive modifications include:
    - Change to the title of an academic program as it appears in the degree diploma;
    - Change to a program's total number of credit hours or the relative distribution of credit hours between compulsory and elective courses;
    - Inclusion or elimination of a track;
    - Change to the primary language of instruction in a degree program;
    - Change in the teaching and/or assessment method of a course (such as e-learning); and;
    - Change program admission requirements.
- Non-substantive modifications include:
- Inclusion or elimination of a defined option without altering the relative distribution of compulsory and elective credit hours;

- Change of the status of compulsory courses to elective (and vice versa), without changing the relative distribution of credit hours;
- Creation, cancellation, or modification of a Minor; and,
- Creation, cancellation, or modification of a Course.
- Proposals for substantive and non-substantive modifications must satisfy published requirements for their content and format.
- The retention and graduation rates of a program are considered as key performance measures of its success and shall be included in proposals for substantive modifications.
- Proposals for substantive and non-substantive modifications require different levels of approval. Normally, the substantive modifications require the approval of the Academic Council and may require the approval of the University Council; non-substantive modifications are subject to approval by the Undergraduate Programs and Curriculum Committee (UPCC).
- All proposals for modification to a program require approval by the College Council. If the modification is to a program offered jointly by two Colleges, it requires approval by the Councils of both Colleges.
- The scrutiny of the College-approved proposal for modifications is delegated to the UPCC. The Committee may seek the advice of an external consultant on the modifications.
- The UPCC verifies the completeness of the proposal and, through a process of discussion and deliberation among its members and guided by the criteria in this policy, reaches judgment on the merits of the proposed modifications.
- Proposals for modifying the General Education Program are approved by the UPCC and then forwarded to the General Education Committee for advice and recommendation.
- In cases of substantive modification the UPCC's decisions will be forwarded to the Provost who will then determine whether to forward the recommendations to the Academic Council for its consideration.
- Where appropriate, positive recommendations will be forwarded by the Vice Chancellor to the University Council for final approval.
- The Vice Chancellor notifies the Provost of the outcome of the University Council. The Provost communicates as appropriate to the Office of the Registrar, and thereafter the concerned Colleges.
- Thereafter the Colleges are responsible for the practical implementation of the modified program, including the introduction of new requirements within the Students' Information System and marketing to relevant stakeholders.
- Notes on the introduction of new courses or changes to existing courses:
- Changes to the Curriculum Catalog will proceed on an annual cycle after completion of the required approval.
- Existing courses that require more than a 50% change in the description and content should be added as a new course and the old course must be deleted.

5.3.4 Signatory Authority for Undergraduate Programs

Note: Applies to all academic and related administrative units of the University except those in the College of Medicine and Health Sciences.

Transaction Description	Signatory Level		Authority		
Type of change	College Council	General Education Committee	University Program and Curriculum Committee	Academic Council	University Council
Change in course name or code	X				
Change in the term a course is offered	X				
Change in a course prerequisite	X				
Minor changes in course content	X				
Change program admissions requirements	X				
Change in the teaching and /or assessment methods of the course	X		X		
Moving course (s) between compulsory and elective status without changing the distribution of credit hours	X		X		
Creating, canceling, or substantially modifying a course	X	X$^{(*)}$	X		
Add or eliminate a group of elective courses (basket, option, minor) without changing the relative distribution of the programs credit hours	X	X$^{(*)}$	X		
Change the total number of credit hours of the General Education Curriculum or the relative distribution of credits within the General Education Curriculum	X	X	X		
Change the language of instruction of a course	X	X$^{(*)}$	X	X	
Change to the primary language of instruction in a degree program	X	X$^{(*)}$	X	X	
Suspend temporarily the delivery of an academic program	X		X	X	
Change the total number of credit hours of a degree program or their relative distribution	X		X	X	
Establish, discontinue, or rename an Academic Department	X		X	X	X
Establish (eliminate) new (existing) track	X		X	X	X
Establish or eliminate an Honors program	X		X	X	X
Change the title of an academic degree	X		X	X	X
Establish, discontinue, or rename a college	X		X	X	X
Establish or discontinue a degree program	X		X	X	X

(*) If the concerned courses are part of the General Education Program

5.4 ESTABLISHMENT, DISCONTINUATION AND MODIFICATION OF GRADUATE PROGRAMS

The policies for the Establishment, Discontinuation and Modification of Graduate Programs apply to all Colleges and Departments of the UAEU.

The establishment of a new graduate program is conditional on production of evidence that:

- there is sufficient need (internal and external) and available resources to render it viable and of high quality;
- it is consistent with the University's Vision, Mission and Strategic Plan;
- it conforms to academic standards recognized within the UAE and the international academic community;
- it emphasizes the development of competencies in research and scholarship appropriate to the field and the level of the program;
- it demonstrates that graduate courses are sufficiently rigorous, and distinctly more challenging than undergraduate courses in the same discipline; and
- it conforms to the requirements of the UAE Qualifications Framework and follows the descriptive criteria associated with the appropriate level of the Framework.

The establishment of a new graduate program must follow the procedures described next with the proper approvals. Any subsequent modifications of the academic program must ensure that the program continues to satisfy the conditions for which it was established.

5.4.1 Procedures for the Establishment of New Master's Programs

- Application for Approval of New Master's Programs
  The online application for approval of a new Graduate Program will include the following information:
  - Program and Degree titles
  - Offering College(s) and Department(s)
  - Contact Person/Coordinator
  - Program Description
- Program objectives
- Program learning outcomes
- Length of study
- Rationale: Demand/Need
- Targeted students
- Admission requirements
- Tuition and fees
- Feasibility: Three-year Program budget stating projected enrollment, revenues and expenses
- Distinctive features in comparison with similar Programs in the GCC region
- Essential features in comparison with international benchmark Programs

- Any impact on similar programs already offered by the College or University.
    - Curriculum
- Degree requirements
- Model study plan(s)
- Complete listing of course titles, course descriptions, and course learning outcomes
- Full syllabi of at least three courses
- Details of course and other assessments/examinations
    - External Cooperation
- External academic advisors involved in preparation of Program, if applicable
- Envisaged institutional cooperation/partnerships
    - Resources
        - Brief (1-2 page) CVs of current faculty members who will teach in the Program:
        - areas of expertise, experience in graduate teaching/supervision, recent publications
        - Justification and cost of new faculty hires related to the Program
        - Existing facilities and support staff to be used by the Program
        - Justification and cost of new facilities needed and support staff hires
        - Operational costs
        - Projected revenues
    - From University
    - From tuition and fees
    - From outside sources

5.4.1.1. Approval Process

The process for the approval of new Master's Degree Programs follows the following steps:

- Preparation of the application by the academic Department(s) involved;
- Review and approval by the College Council chaired by the dean of each college involved;
- Review by external evaluators/advisors;
- The concerned Department/College updates the application in response to the external evaluators comments, suggestions, and recommendations;
- Departments/Colleges may choose to adopt the suggestions of external reviewers or otherwise provide a reasoned response why the program is not implementing any of its recommendations, but in either case, a checklist should be provided with the revised proposal for each of the important points raised by the reviewers.
- Review and approval by the Graduate Studies Council;

- Provision by the concerned Department/College of the summary memo in Arabic required for Academic Council and University Council approval;
- Review and approval by the Academic Council; and
- Review and approval by the University Council.
- External Review
  o The Assistant Dean of the concerned College will suggest a list of three or more international reviewers to the CGS.
  o The Dean of the CGS will select a minimum of two reviewers from the list.
  o The CGS will handle all communications with the external reviewers.
  o There will be no direct contact between the College and reviewers during the review process, except through the CGS.
  o If the reviewers have any questions during the process, the CGS will relay those back to the College anonymously.
  o When the finished reviews are communicated from the CGS to the College, they will carry the full names and affiliations of the reviewers.

5.4.2   Procedures for the Discontinuation of Graduate Programs

- The Dean of Graduate Studies, assisted by the College deans, has the primary responsibility for coordinating, reviewing, and recommending proposals for the discontinuation of academic programs.
- Discontinuation of programs may occur in two ways: suspension of academic programs and termination of academic programs.

Suspension of Graduate Programs

- The request for suspension of an academic program may be initiated at any of the administrative levels within the University. Any of the following criteria may form the basis for suspension of a program:
  - Evidence that the program is no longer contributing to the mission of the
  - Department, College or University;
  - Substantial and significant decreases in student enrollment over a period of
  - several years;
  - Failure of the program to graduate an average of three students per year over a three-year period;
  - Low academic quality as indicated by results of program review or loss of
  - accreditation; or
  - Insufficient human or financial resources to support the program.

– Whenever the suspension of an academic program is initiated by a program or Department with the concurrence of the Department Chair and College Dean, the request must be approved by the Dean of CGS and the DVCRGS. When program suspensions are initiated by the College dean, the Dean of CGS or the DVCRGS, sufficient opportunity must be provided to the program or Department to demonstrate the need for continuation of the academic program. In some cases, relocation of the program within the University or merger with other programs may be considered.

– Suspension of a graduate program requires adequate notice. Provision must be made to permit students in the program to complete requirements for the degree. During program suspension, no new students may be admitted to the program. After appropriate review, recommendations for the suspension of academic programs are made by Dean of CGS and the DVCRGS. Their recommendations for the suspension of academic programs are forwarded to the Vice Chancellor for final approval following review by the Academic Council. Notice of the suspension of academic programs is submitted by the Vice Chancellor to the Chancellor and the University Council as an information item. A program suspension may be lifted whenever the circumstances for suspension no longer exist.

Termination of Graduate Programs

– Termination of graduate programs may be initiated by the respective Department, College or University and occurs under either of two circumstances:
  o Whenever there is approval by the Department, College and University on terminating a suspended program.
  o Whenever a graduate program remains under suspension for at least five years and no action is taken to reinstate the program.

– Program termination requires the recommendation of the Dean of CGS and the DVCRGS. Their recommendations for the termination of academic programs are forwarded to the Vice Chancellor following review by the Academic Council. The termination of academic programs is then recommended by the Vice Chancellor for approval to the Chancellor and the University Council.

5.4.3 Procedures for the Modification of Graduate Degree Programs

Modifications are classified as "substantive" or "non-substantive."
– *Substantive modifications* include:
  – Significant change to the educational objectives or learning outcomes of the program;
  – Change to the title of an academic program as it appears in the degree diploma;

- Change to a program's total number of credit hours or the relative distribution of credit hours between compulsory and elective courses;
- Addition or elimination of a concentration/track;
- Change in format of instruction or delivery, such as e-learning or remote delivery;
- Change or addition of program offering location;
- Addition or elimination of collaboration with another institution to deliver courses;
- Change in admission requirements; and
- Change to the primary language of instruction in a degree program.

- *Non-substantive modifications* include:
  - Addition or elimination of a course selection option without altering the relative
  - distribution of compulsory and elective credit hours;
  - Change of the status of compulsory courses to elective (and vice versa), without
  - changing the relative distribution of credit hours;
  - Change to textbooks or other learning resources;
  - Change to course codes, titles, or prerequisites; and
  - Creation, cancellation, or modification of a course title or description.
  - Modifications of existing courses that require more than a 50% change in the description and content will be implemented by adding the modified course as a new course and by deactivating the old course.

- Another type of program change that is considered as a "substantive modification" is the intent to offer an academic program to students at an off-campus location. If this or other types of change entail major changes to the program's financial models, a proposal detailing the changes and their implications will be required for review and approval.
- Proposals for substantive and non-substantive modifications require different levels of approval. Substantive modifications require the approval of the Academic Council and non-substantive modifications are subject to approval by the Graduate Studies Council.
- All program modification proposals require approval by the respective College Council.
- If the modification is to a program offered jointly by two Colleges, it requires approval by the Councils of both Colleges.
- The Dean of CGS will submit College-approved proposals for modifications to the Graduate Studies Council for review and approval, and may moreover choose to seek the advice of an external consultant on the modifications.

– The Graduate Studies Council verifies the completeness of the proposal and, through a process of peer debate between its members and guided by the criteria in this policy, reaches judgment on the merits of the proposed modifications.

– In cases of substantive modifications the Graduate Studies Council may approve/disapprove the modifications, and in case of approval, it recommends the modifications for Academic Council consideration

– The Vice Chancellor will notify the DVCRGS of the decision of the Academic Council.

– The DVCRGS will communicate as appropriate to the Dean of the CGS, the Office of the University Registrar, and the concerned Colleges.

– The College(s) is/are responsible for the practical implementation of the modified program, including the introduction of new requirements within the Students' Information System and marketing to relevant stakeholders.

– Changes to the Curriculum Catalog will proceed on an annual cycle after completion of the required approval process.

5.4.4 Signatory Authority for Graduate Studies

Transaction Description	Department Chair/Council	Master's/PhD Advisor	Masters/PhD Examination Committee	Program Coordinator/s	Assistant Dean	College Dean/Council	Graduate Studies Council	Dean, CGS	DVCRGS	Academic Council	Vice Chancellor	University Council	Chancellor
Management of Ongoing Graduate Programs													
Appointment of Master's and PhD program coordinators	X					X			X		X		
Admission of Master's student				X		X		X	X		X		
Appointment /Change of Master's advisor & advisory committee				X	X								
Approval of Master's study plan		X		X	X								

Approval of transfer of credits	X	X	X				
Registering in more than 12 credit hours, excluding thesis/research credits	X	X	X				
Adding/changing courses after registration	X						
Admission postponement (Master's)		X	X				
Admission postponement (Doctorate)		X	X	X			
Enrollment in undergraduate courses	X	X					
Audit in graduate courses	X						
Additional program requirements	X	X					
Change of Major (Master's)	X	X	X				
Change of Major (PhD)	X	X	X	X			
Request for leave of absence (Master's)	X	X	X				
Request for leave of absence (Doctorate)	X	X	X	X			
Withdrawal from graduate degree program	X	X	X	X			
Change in choice of Master's plan (Thesis/Non-Thesis)	X	X					
Appointment of Master's thesis defense committee	X	X	X				
Approval of Master's thesis		X		X	X		
Admission of PhD student		X	X	X	X	X	X
Appointment/change of PhD advisor & advisory committee		X	X				
Appointment of PhD examination committee		X	X	X			
Approval/Change of PhD study plan	X	X					
Student transfer between PhD programs within same College		X	X	X			
Permission to take PhD Comprehensive Exam 3rd time	X	X	X	X			
Study time-limit extension for PhD student	X	X	X	X			
Admission to PhD candidacy		X	X	X			
Replace PhD dissertation by artistic/creative project	X	X	X	X			
Approval of dissertation		X		X	X		

Approval/Change of graduate programs tuition		X	X		X	X	X	X	X
Establishment of new programs		X	X		X	X	X	X	X
Suspension of programs		X			X	X	X	X	
Termination of programs		X	X		X	X	X	X	X
Approval of substantive changes	X	X	X		X	X	X		
Approval of non-substantive changes	X	X	X		X				

(Row label, spanning: Establishment & Changes to Graduate Degrees)

5.5 PERIODIC PROGRAM REVIEW

The periodic program review process applies to undergraduate and graduate programs at UAEU and their host Departments and Colleges. It promotes institutional accountability and effectiveness in securing academic programs that:

- are student centered;
- meet national needs;
- meet international standards for the qualification and the discipline;
- have the curricula, pedagogy and resources required for students to succeed;
- are regularly evaluated and adapted; and,
- give enduring academic credential to the graduate.

1. All academic programs are reviewed once every 4-6 years; where possible, similar programs in a Department should be reviewed together.
2. Program reviews include a comprehensive check on the academic programs' conformance to the requirements of the UAE Qualifications Framework and the extent they follow the descriptive criteria associated with the appropriate level of Framework.
3. Periodic Program Review is faculty-led, evidence-based, student-focused and based on peer-review. It generates a plan of action to develop the academic program, which is linked to the College and UAEU planning and budgeting processes. Progress against the action plan is monitored periodically at College and UAEU levels.
4. Students are included at each stage of the Periodic Program Review process, including production of the self-study, site visits, and action planning. Each academic Department determines how best to fulfil this policy requirement.
5. The budget for the Periodic Program Review is held and administered by the Deputy Vice Chancellor for Academic Affairs. The procedures for the Periodic Program

Review apply to both undergraduate and graduate programs and are maintained and administered by the Deputy Vice Chancellor for Academic Affairs in coordination with the Deputy Vice Chancellor for Research and Graduate Studies.

6. The retention and graduation rates of students in a program are considered as key performance measures of its success and shall be included, among others, in any program review, and in any proposal to modify or cease offering a program.

5.5.1 Principles of Periodic Program Review

– Periodic Program Review (PPR) at UAEU is a process that allows the University to assess the well-being of an academic program, the academic development of the program, and strategic issues affecting the program. Assessments include how well the program aligns to the mission and goals of the UAEU, the College and the offering Department.

– PPR is a faculty-led and collegiate process, involving academic peer reviewers internal and external to the university. It is evidenced-based, drawing on multiple forms of data and input provided by a critical Self-Study and observations made in a site visit.

– PPR is formative. It leads to recommendations to develop the program and an action plan listing responsibilities at program, Department, College and senior administration levels.

– The UAEU requirements for Periodic Program Review may be satisfied by the initial and continuing requirements of accreditation agencies. The University may require supplementary reviews consistent with the principles of Periodic Program Review of the University.

5.5.2 Self- Study

The Self-Study should be a collaborative activity and should include the following sections:

– Program well-being: This section presents data-sets in at least the following areas, and provides an analytic narrative for each, in which the implications of conclusions drawn from data-analysis form the major part. Data presented should be longitudinal, covering the time since the last PPR.
  – Students
    – Student profile, admission, progression, withdrawal and transfer, and graduation rates.
    – Student-faculty ratio and patterns of change / required change. This section might comment on Credit Hours generated by each full

time faculty and instructor, and use made of the program elements (courses) by students from outside the program/Department/College.
- Student engagement in internship, research, volunteering and other program- relevant activity outside the campus.
- Faculty
  - Faculty expertise and relation to current academic program/anticipated academic program change.
  - Faculty profile (turnover, qualifications, research activity, secondment) and faculty development activities (in administration, teaching and research). Trends and difficulties in faculty recruitment.
- Surveys
  - Alumni profile: e.g. rates of employment (in areas relating to the program / not relating to the program), progression to further study, not seeking employment.
  - Surveys of students, alumni, employer satisfaction.
  - Reports of Advisory Boards (internal, external).
  - Results of benchmarking activities (in the form of action known to be required to shift the profile/standards of the program).
- Resources
  - Administrative support to the program/Department. Staff development activities or requirements.
  - Adequacy of library, laboratory, classroom, technical resources and support available to the program, faculty and students.

- Assessment and development of the academic program: This section contains:
  - A mapping of the alignment of courses to program goals and institutional learning outcomes.
  - A description of the methodologies used by program teams to evaluate student achievements against learning outcomes at course, program and institutional levels.
  - Results since the date of the last PPR of annual assessments of program learning outcomes.
  - Results of annual assessments of institutional learning outcome standards.
  - Presentation of the action plans developed on the basis of the results of the assessment activities, and evidence of action taken and its impact.
  - Critical evaluation of the effectiveness of the assessment methodology, with discussion of various options to improve the process (validity, impact etc.)

- Strategic Questions: This section must include an evidence-based analysis of the relationship between the program and the mission and goals of the Department, College and the UAEU. It must discuss how students have been involved in the

Self Study process. It may also include analytical discussion of strategic issues affecting academic standards, the operation of the program or its future development.

– Submission of the Self-Study:

  – Visit minus (10) weeks: Self Study submitted to College Dean for feedback (and revision).

  – Visit minus (6) weeks: Finalized Self Study is received by the Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research and Graduate Studies for Graduate Programs).

  – The Office of the Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research and Graduate Studies) will audit the study to check compliance with University Policy requirements.

  – Visit minus (4) weeks: Self-Study sent to Review Panel. The Review Panel may request additional information through the Chair, prior to or in the process of their review visit.

5.5.3 Composition and Responsibilities of Review Panels

– Program Review Panel: Where there is no external accreditation process for a program, the UAEU Program Review Panel will be composed of individuals both internal and external to UAEU.

– Chair: The Program Review Panel is chaired by one of the external members. The

– Chair is responsible for the management of meetings and other activities of the Review Panel. S/he coordinates review panel input into the report and recommendations and is responsible for filing the agreed report within four weeks of the date of the Review Panel visit.

– External members of the Review Panel: The Dean is responsible for recommending up to three reviewers for approval by the Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research and Graduate Studies), at least six months in advance of the site visit. The criteria for selection as external reviewer are:

  – Distinguished scholars/teachers/practitioners in the disciplinary field.

  – Hold a terminal degree in the appropriate discipline.

  – Experience with program administration and/or significant leadership role in higher education.

  – Experience with student learning assessment, institutional accreditation, and/or professional accreditation.

  – Employed at an academic institution outside the UAEU; preferably appointment at an institution which the College identifies as a peer or benchmark institution.

  – No conflict of interest such as recent employment or consultation with UAEU.

- Internal members of the Program Review Panel: The internal members of the Review Panel are selected by the Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research and Graduate Studies), and will be:
    - Two faculty external to the Department hosting the academic program. These faculty would normally hold the rank of Professor and/or have held senior responsibility within a College.
    - A Dean of another College.

The internal members of the Review Panel participate in the full range of Review Panel activities, and lend to discussions their experience of the UAEU context. They participate fully in meetings, discussions and observation activities, and can access and request the full range of information/meetings.

The internal members of the Review Panel have particular responsibility for ensuring recommendations are contextualized, and take account of the University mission and strategic plan.

- Administrative Support: The administration of the PPR is led by the Office of the Deputy Vice Chancellor for Academic Affairs in coordination with the Office of the Deputy Vice Chancellor for Research and Graduate Studies for Graduate Programs.
- Confidentiality: All members of the Review Panel are contractually obliged to preserve confidentiality of findings if these do not form part of the formal report. In exceptional cases the Chair of the Review Panel may designate a section of the report as confidential to a specified and restricted audience.

5.5.4 Program Review Panel Visit

- Visit minus (2) weeks: Review Panel conference call to hear individual readings of the self-study and confirm Discussion agenda for visit. The Review Panel Chair may assign responsibilities to the Panel members. The PPR Manager coordinates to ensure that the program of activities planned by the Review Panel Chair is scheduled by the
- College (appointments, rooms, catering).
- A Review Panel will meet with:
    - Senior UAEU and College administrators or their designates.
    - Faculty members and instructors in the Department.
    - Program Chair/teams for each program review.
    - Chairs of the Department's Curriculum and Assessment committees.
    - Students.
    - Employers / Professional Advisory Boards.
    - Alumni.
    - (viii) Faculty members to review and discuss examples of student work, graded at the lowest, average and highest marks.

- The site visit should also include visits to classrooms to observe student learning, the opportunity to talk with faculty individually, and a tour of relevant facilities (library, laboratory, etc.).
- The visit should enable the Review Panel members to address the following issues within their report, and to make recommendations in their range of focus (but not restricted to them).

1. Standards

- Are the course content and the programs of study of sufficient academic rigor, addressing the outcome standards of the Qualification Framework Emirates for the qualification?
- Are the students meeting the programs' student learning outcomes and demonstrating success?
- Do the curriculum and courses support student learning outcomes?
- Are program curricula based upon a solid core of knowledge with clearly articulated educational objectives and learning outcome standards?
- Do the programs engage students in the discipline(s)?

2. Assessment

- Do the programs assess student learning adequately?
- What changes have been made in the programs as a result of assessment results?
- Are the changes appropriate to reflect continuous improvement?

3. Resources

- Does the University environment support student learning outcomes?
- Is there sufficient institutional support for the learning environment (e.g., library, tutoring and/or academic assistance, technology)?
- Do the programs provide adequate mentoring/advising for students?

4. Strategic issues affecting the programs

- What recommended action steps should be taken to address the strategic questions raised by the Department?
- How are students involved in assessment and review of the program? Have they played a full role in the PPR?

5.5.5 Programs with External Accreditation Process

– A modification to Sections (3) and (4), above, is applied when an academic program is being reviewed as part of a professional accreditation process, which includes international reviewers and a site visit.

– The Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research & Graduate Studies), will establish an Internal Review Committee (according to Section (3-d) above.

– The Internal Review Committee will review the program review standards of the external accreditation body against Sections (2) a), b) and c), above, and inform the Department of additional information and/or procedures needed to satisfy all UAEU PPR requirements.

– After the completion of the professional accreditation process, the Internal Review Committee will review the accreditation report and recommendations, the Self Study, and additional information provided by the Department. The Internal Review Committee will prepare a supplementary report, covering any additional recommendations that might be needed to satisfy UAEU PPR requirements.

5.5.6 Post Visit Reporting and Action Planning

– Visit plus (4) weeks: The Chair of the Program Review Panel forwards the finalized report to the Department Chair and College Dean for review and to the Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research and Graduate Studies), for information. Where there is a program review by an external accreditation body, the Chair of the Internal Review Panel will forward its supplementary report at the same time.

– Visit plus (10) weeks: College Council revises/approves a Department action plan (action plan gives timed, budgeted and measurable steps taking forward recommendations, or a narrative justifying why action will not be taken on a specific recommendation).

– Visit plus (12) weeks: College Dean submits action plan to the Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research and Graduate Studies.)

– Visit plus (1) year: Dean of College reports to the Deputy Vice Chancellor for Academic Affairs (or the Deputy Vice Chancellor for Research and Graduate Studies) on progress against action plan. The Academic Council is notified of progress by the Deputy Vice Chancellor, as appropriate to the focus (e.g. undergraduate program, graduate program, Department or College responsibility, University responsibility, etc.)

    –   The University Programs and Curriculum Committee (or the Graduate Studies Council) will make regular analyses of the external review reports, action plans and progress reports, and will submit reports to the Academic Council on generic issues arising, particularly where these relate to the University strategic plan and learning outcome standards.

5.6 SIGNATORY AUTHORITY FOR ADMISSIONS AND ENROLLMENT

(http://www.uaeu.ac.ae/en/about/policies/admissions_and_enrollment/pol-ae_11_en.pdf) Applies to all academic and related administrative units of the University except those in the College of Medicine and Health Sciences.

Transaction Description	Course Instructor	Chair of the Department	Registrar	College Dean	Students' Academic Grievance	Provost	Vice Chancellor	Chancellor	University Council
Policies and Procedures Manual									
Proposing modifications and implementing future updates to the Admissions and Enrollment Management Policies and Procedures			X						
Changes in Policies			X				X	X	X
Changes in Procedures			X	x	x	X	X		
Admission: Undergraduate External Transfer Students.									
Determining the standing and enrollment eligibility of incoming external transfer students to the University			X						
Determining credits accepted for transfer to the University			X	X					
Determining applicability of transfer credits for a specific undergraduate degree				X					
Enrollment Eligibility									

Authorizing the use of registration holds	X		
Study Load			
Approving the exceptional study load		X	
Schedule and Classes Timetabling			
Management and development of Schedule of Classes	X		
Establishment of summer semester guidelines			X
Approving courses and for summer semester			X
Withdrawals and Leaves of Absence			
Permission of leave of absence to students who have exceeded the number of leave of absence		X	
Course/Class Syllabus			
Preparing a course syllabus and distributing it to students and providing a copy to the College Dean	X		
Study Period			
Determining the maximum study period for students entering the University by transfer from another institution	X		
Granting additional semesters to complete a degree other than what is specified in the study period policy		X	
Examinations and Academic Assessments			
Announcing the location of all final exams	X	X	
Final Exam Schedule and Exam Management			
Submission of a written request for the change of time/date of a scheduled final examination		X	
Advise on the necessity and feasibility of the requested exception	X		
Approval to the change of time/date of a scheduled final examination			X
Grades for Proficiency, Challenge, and Advanced Placement Examinations			

Approval for credit for degree applicable courses or other degree requirements on the basis of examination scores on internationally recognized college entrance examinations, and advanced placement and other enhanced instructional programs in secondary school			X				
Approval of the maximum number of credit hours from proficiency, challenge and advanced placement examinations			X				
Student Grade Access and Appeal							
Decisions on students grade appeal	X	X	X				
Grade Changes							
Reviewing and approval of grade changes forms once a final course grade has been recorded in the University's official student record system				X			
Limits on Transfer Credits –Undergraduate Degrees							
Exceptions on accepting courses taken in institutions that are not holding the same international accreditation as the corresponding College or degree program at UAEU			X				
Academic Calendar Preparation and Approval							
Preparation of the Academic Calendar			X	X			
Approval of the proposed Academic Calendar				X	X	X	
Modification of the Academic Calendar following its final approval					X		
Students Access to Academic Records							
Responsibility for resolving disputes regarding the accuracy of student academic records			X				
Student Information System. (SIS)							
Authorization of access to SIS			X				
Tuition and Fees							
Changes in the published Schedule of Tuition and Fees during the course of a given academic year					X	X	X

5.7   SIGNATORY AUTHORITY– ACADEMIC PERSONNEL
(http://www.uaeu.ac.ae/en/about/policies/academic_personnel/pol-ap_15_en.pdf)

Resources for UAEU Deans and Chairs
– UAEU Catalog
– UAEU Faculty Handbook
– UAEU Employee Handbook
– UAEU Student Handbook
– UAEU Employee Handbook
– UAEU Administrative Policies
– UAEU Academic Policies
– UAEU Strategic Plan 2014- 2016
– UAEU Campus Map

Online Services

Time-Tabling system is managed by Khadamat. The system provides Students and Faculty members with time schedule for classes and exams.

Faculty Evaluation

The Faculty Evaluation system is used by Deans, Department Chairs, Faculty Members and other Administration officials.

Job recruitment (eRecruitment)

Banner recruitment system to allow posting new positions and managing the candidate selection process from initial screening to the interview and the hiring process. This system is used mainly by HR and all university colleges and departments who need to hire new candidates.

Event Organization

Event Organization online system is used by Provost Office to manage events requested by colleges. The system is accessible by Faculty members who need to submit event requests, and Provost Office for approval and follow-up.

6

ONLINE FORMS (UITS)

6. ONLINE FORMS (UITS)
6.1 ACADEMIC FORMS

Administrative

Graduate Studies Calendar September 2014-August 2015

Admissions

Steps of the PhD Admission Process

Curriculum

- – Graduate Course Files Guidelines
- – Graduate Course Syllabi Guidelines
- – New Graduate Program Proposal Arabic Summary Requirements
- – New Graduate Program Proposal Template

Students

- – Admission to Candidacy Nomination Form
- – Advisory Committee Template
- – Study Plan Template

Thesis / Dissertation Defense Templates and Guidelines

- – Thesis Dissertation Evaluation Form for Members
- – Thesis Dissertation Oral Examination Evaluation Form for Members
- – Thesis Dissertation and Oral Exam Evaluation Form for Committee Chair
- – Request to Establish Dissertation Examination Committee
- – Request to Establish Master Thesis Examination Committee
- – Steps leading to doctorate dissertation defense

6.2 HUMAN RESOURCES INFORMATION RESOURCES

(https://sharepoint.uaeu.ac.ae/sg/hr/Pages/resources.aspx?&&p_SortBehavior=0&p_Title=Z
E&&PageFirstRow=1&&View={79E4BF87-F526-46FD-A7AA-2917CB5DABE1})
- – Welcome Introduction Guide
- – Annual Vacation E-Ticket
- – Housing, Insurance and Immigration - English
- – Housing, Insurance and Immigration - Arabic

- E-Clearance and End-of-Service Guidelines - English
- E-Clearance and End-of-Service Guidelines - Arabic
- End-of-Service Calculator Notes
- Leave system tutorial - English
- Leave system tutorial - Arabic
- Leave guide - English
- Leave guide - Arabic
- Scholars and Researchers - onboarding guidelines
- Vendor Activation Guidelines
- Vendor Activation Form
- Personal and Dependent Information - English
- Personal and Dependent Information - Arabic
- Education Allowance Guide - English
- Education Allowance Guide - Arabic
- Guidelines for Contract Renewal for Expatriate Staff
- Guidelines on Acting and Additional Duties
- Guidelines on changing Position Grade, Title
- Guidelines on Creating a New Position
- Guidelines on Employee Separation
- Guidelines on Increments
- Tutorial of To Whom It May Concern Letter - English
- Tutorial of To Whom It May Concern Letter - Arabic
- E-Recruitment system guideline - Final Approver
- E-Recruitment system guideline - Hiring Manager
- E-Recruitment system guideline - Reviewer - Interviewer
- Performance Management Guide - English
- Performance Management Guide - Arabic
- Performance Management Presentation English
- Performance Management Presentation Arabic
- Job Evaluation Process Steps
- Job Evaluation Questionnaire

6.3 HUMAN RESOURCES E-SERVICES FORMS
(https://sharepoint.uaeu.ac.ae/sg/hr/Pages/forms.aspx)

E-Services Form	Action Required
Use Electronic Services via "E-Services"	Leave Overtime Personal & Dependent Information Recruitment End of Service Health Card
Employee Placement Form	Recruitment
New Position Request Form	Creation of a new position
Position Change Form	Change in job title Change in organization/fund code Change in position grade
Increment Request Form	Request an Increment for Staff
Acting and Additional Duties Form	Acting Additional Duties
Contract Renewal Form	Contract renewal for Expat Staff
Employee Separation Form	Contract non-renewal Resignation Retirement Termination
Candidate Reference Check	New hire
Vendor Activation form	Set up and pay vendor
job evaluation questionnaire	Evaluate a Job
Managers Senior Managers (Gr 1 - 5) English	Performance Appraisal (Management)
Managers Senior Managers (Gr 1 - 5) Arabic	Performance Appraisal (Management)
Administrative Staff (Grades 6 - 8) English	Performance Appraisal (Admin Staff)
Administrative Staff (Grades 6 - 8) Arabic	Performance Appraisal (Admin Staff)
Sample completed Performance and Development English	Sample of Performance Management Form
Sample completed Performance and Development Arabic	Sample of Performance Management Form

6.4 ONLINE GRADUATE STUDIES RESOURCES

Admissions

Steps of the PhD Admission Process
New Graduate Program Proposal Template
Thesis/Dissertation Defense Templates and Guidelines
Thesis Dissertation Evaluation Form for Members
Thesis Dissertation Oral Examination Evaluation Form for Members
Thesis Dissertation and Oral Exam Evaluation Form for Committee Chair
Request to Establish Dissertation Examination Committee

Request to Establish Master Thesis Examination Committee
Steps leading to doctorate dissertation defense

Graduate Student Forms

Admission to Candidacy Nomination Form
Advisory Committee Template
Study Plan Template

Forms and Guidelines for graduate Students
(https://sharepoint.uaeu.ac.ae/dvcrgs/cgs/Pages/forms_guidelines_for_students.aspx)

Newly Admitted Graduate Students
Request to Postpone Admission

Current Graduate Students
Forms
  – Annual PhD Student Progress Report Template
  – Chancellor Graduate Student Fellowship Application Form
  – Exit Clearance Form
  – ICT Scholarship Application Form
  – PhD Scholarship Fellowship Application Form
  – Request for Leave of Absence from Study
  – Request to Change Advisor
  – Request to Change Major
  – Request to Extend Duration of PhD Scholarship
  – Request to Postpone Admission
  – Request to Transfer Between Colleges
  – Request to Withdraw from Degree Program

Guidelines
  – PhD Research Proposal Preparation Guidelines
  – Steps leading to graduation for PhD students
  – Thesis and Dissertation Preparation Guidelines

FACULTY PROMOTION PERFORMANCE EVALUATION FORMS

Form T1

Performance Evaluation Criteria in Teaching and Instructional Activities

Name of Candidate   **Department**
Rank applied for   **College**

Criterion	Qualitative Assessment
Student evaluations for courses taught for each semester	
Peer evaluation at the Departmental/Program (and/or College) level, consisting of a series of classroom visits	
Teaching loads assigned to the faculty member and the diversity of courses he/she can deliver	
Methodology and documentation of the teaching process, including the development of course plans and the achievement of course outcomes	
Development of course content	
Use and development of modern teaching methods (e.g. integration of active and cooperative learning into courses) and techniques (e.g. use of computers and computer programs)	
Contribution to the development of academic programs, curricula and courses	
Preparation of appropriate examinations, development of effective student evaluation tools to support course objectives and to achieve course goals, and grade distribution curve	
Interaction with students and encouraging them to develop their skills and enhance their self-learning capabilities	
Supervision of hands-on training, graduation projects, laboratory activities and seminars	
Dissemination of teaching practices, methodologies, etc. at the Departmental/Program, College or University levels	
Honors or awards for teaching	
Grants awarded for teaching innovation	
Publications in peer-reviewed pedagogical journals of international standing	
Presentations (oral and/or poster) at international educational conferences	
Any other achievements in the area of teaching	

Teaching
☐ Excellent   ☐ Very Good   ☐ Satisfactory   ☐ Unsatisfactory

Comment:*	

Name: Position:
Signature:
* Attach additional pages if necessary

Form R1

Performance Evaluation Criteria in Scholarship and Creative Activity

Name of Candidate   **Department**
Rank applied for   **College**

Criterion	Qualitative Assessment
Peer evaluation by external reviewers	
Quantity and quality of research publications, noting particularly a continuation of this effort at UAEU	
Presentations (oral and/or poster) at international research conferences	
External and internal research grants	
Impact of candidate's research on his/her discipline	
Successful supervision of Master's or Doctoral students, if applicable	
Any other achievements in the area of scholarship	

Scholarship
☐ Excellent   ☐ Very Good   ☐ Satisfactory   ☐ Unsatisfactory

Comment:*	

Name: Position:
Signature:

* Attach additional pages if necessary

Form S1

Performance Evaluation Criteria in UAEU and Community Service

Name of Candidate   **Department**
Rank applied for   **College**

Criterion	Qualitative Assessment
Service in academic management (e.g. Department Chair, Vice-Dean, Program Coordinator) at the university, college or departmental/program level	
Participation in the activities of national, regional or international professional organizations/ associations committees in his/her field of specialization	
Provision of consultancy or advisory services related to area of expertise	
Contribution to the planning and/or delivering of continuous professional development activities for faculty	
Contribution and commitment to the application of international standards	
Participation in peer evaluations for academic purposes	
Contribution to student's advising and counseling activities, extra-curricular activities or any other activity pertaining to student services	
Contribution to the selection, development of orientation programs and offering other supportive services for new students	
Contribution to the organization of professional workshops and/or training programs off-campus	
Membership of editorial/advisory boards of academically refereed publications, such as scientific journals, periodicals and magazines	
Refereeing research papers submitted for publication in scientific periodicals or conference proceedings	
Any other achievement in the area of university and community service	

University and Community Service

☐ Excellent   ☐ Very Good   ☐ Satisfactory   ☐ Unsatisfactory

Comment:*	

Name: Position:
Signature:

* Attach additional pages if necessary

Checklist For Promotion Application

Name of Candidate   Department
Rank applied for   College

Inclusions of Promotion File	Date	Signature
. Basic Information Form		
. Curriculum Vitae		
. Performance and achievement report		
. Teaching Evaluations (statistical summaries of each semester of the candidate's teaching effectiveness and students' evaluation)		
. Peer Evaluation of Teaching (PET) Report		
. A table including list of publications submitted for external review		
. One copy of publications submitted for external review		
. Performance Evaluation Forms (cumulative results of all evaluations by Department Chair and Dean)		
. External Evaluations (at least three letters of external evaluation) and copies of all correspondence between the Department Chair and reviewers		
10. Recommendation of Department/Program Promotions Committee		
11. Appraisal Report and Recommendation of Department Chair		
12. Recommendation of the College Promotions Committee		
13. Appraisal Report and Recommendation of the Dean		

Name: Position:
Signature:

- All documents enumerated above must be submitted from the College to the Provost Office.
- The only publications to be forwarded to the Provost Office are those submitted for the promotion process.

Basic Information Form

Name of Candidate   Department
Rank applied for   College

Academic Progress at UAEU

Date of Employment		Rank		
Date of Promotion		Rank		
Current Rank				
Years of Service in rank at the time of application				

List of courses taught at UAEU (number of times taught in parentheses)

Undergraduate	Graduate

Name: Position:
Signature:

Faculty Excellence Awards Application Form

Academic Year:
College:

This application is for (Please check one of the following):

☐ College Award for Excellence in Teaching
☐ College Award for Excellence in Scholarship
☐ College Award for Excellence in Service
☐ University Award for Excellence in Teaching
☐ University Award for Excellence in Scholarship
☐ University Award for Excellence in Service
☐ University Award for Distinguished Faculty

Applicant's Name	
Banner ID	
Rank	
Department/Program	
E-mail	
Phone	
Date Joined UAEU	