



جامعة عجمان
AJMAN UNIVERSITY

FACULTY HANDBOOK

2018 -2019





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PREFACE

The Faculty Handbook is designed to serve as a general guide to faculty members concerning Ajman University principles, policies, procedures, services, and over-all information expected to be of pertinence. The Handbook shall be used as a reference and offer guidance to faculty on many aspects of the university; hence, the need for faculty members to read, understand, and comply with the policies, as well as all applicable laws and regulations.

The Faculty Handbook should not be interpreted as a contract between the university and the employee. Policies and/or procedures may be modified or updated on a regular basis by the Office of the Vice Chancellor for Academic Affairs in consultation with the Chancellor. In such circumstances, the affected university populations will be notified of such changes; and the new or revised policies and/or procedure shall supersede any previous policies or procedures.

I. History of Ajman University

Ajman University was founded in 1988 as the first private university in the GCC. The university was established by His Highness Sheikh Humaid Bin Rashid Al-Nuaimi, Member of the Supreme Council and Ruler of Ajman. On 17th June 1988, His Highness issued an Emiri Decree establishing Ajman University College (AUCST), as AUST was then called, and the first intake of students commenced its learning journey at AUCST on 15th September that year. The Ministry of Higher Education and Research decree No 54 of 1997, brought a name change to AUCST as it became Ajman University of Science & technology (AUST). The University offers 23 accredited undergraduate programs and 10 accredited graduate programs, which aim to provide the community with competent graduates capable of meeting the demands of an ever-changing job market and of supporting the overall development and prosperity of the UAE. The name of the University has been changed to Ajman University (AU) on November 3, 2016.

II. University Mission & Vision Statement

1. Mission Statement

Ajman University (AU) is a multicultural academic institution that offers a broad range of high quality and relevant academic programs. The University strives to fulfil the needs of students, alumni, employers, and society through quality education, scholarship and community engagement. AU develops well-rounded graduates who are professionally competent, socially responsible, innovative and active contributors to sustainable development of the UAE and beyond.

2. Vision Statement

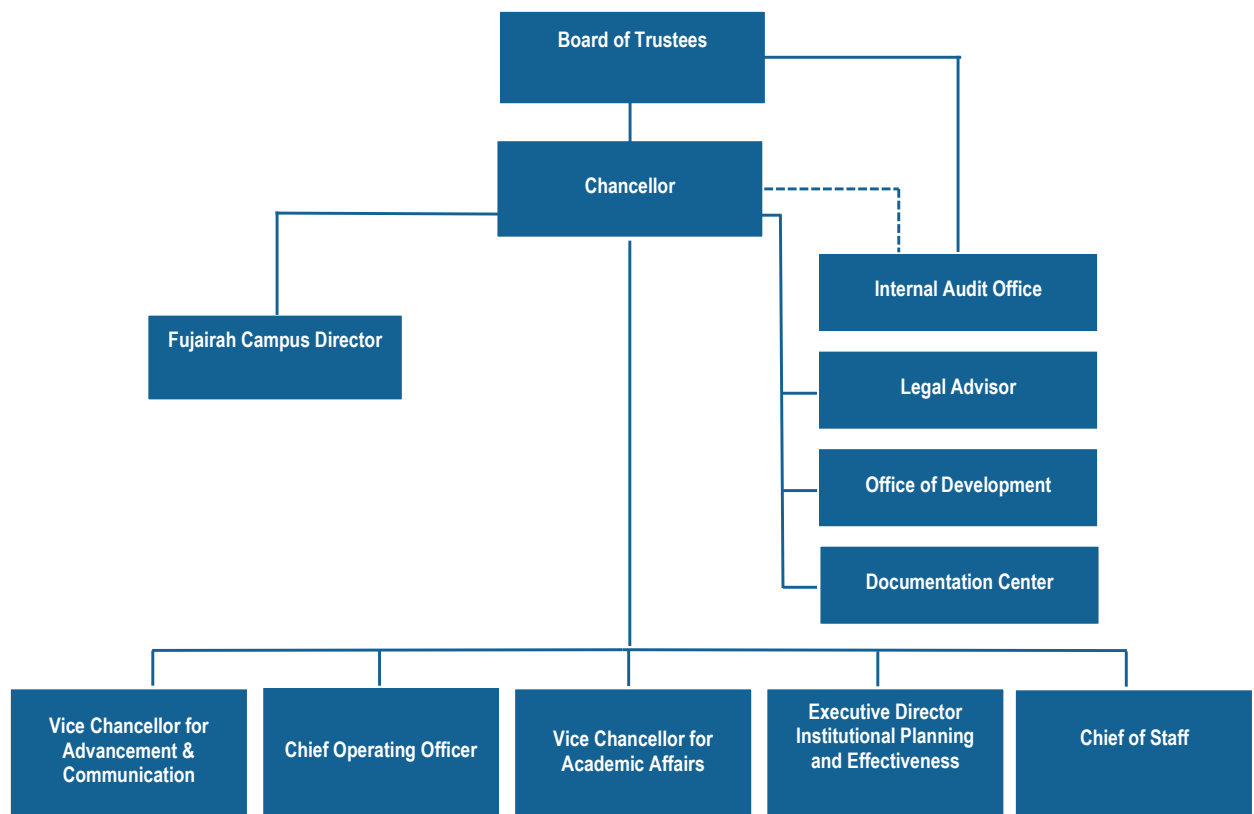
Ajman University aims to be internationally recognized as one of the leading universities in the Arab world in terms of cutting-edge learning, impactful research and responsible outreach and community engagement.

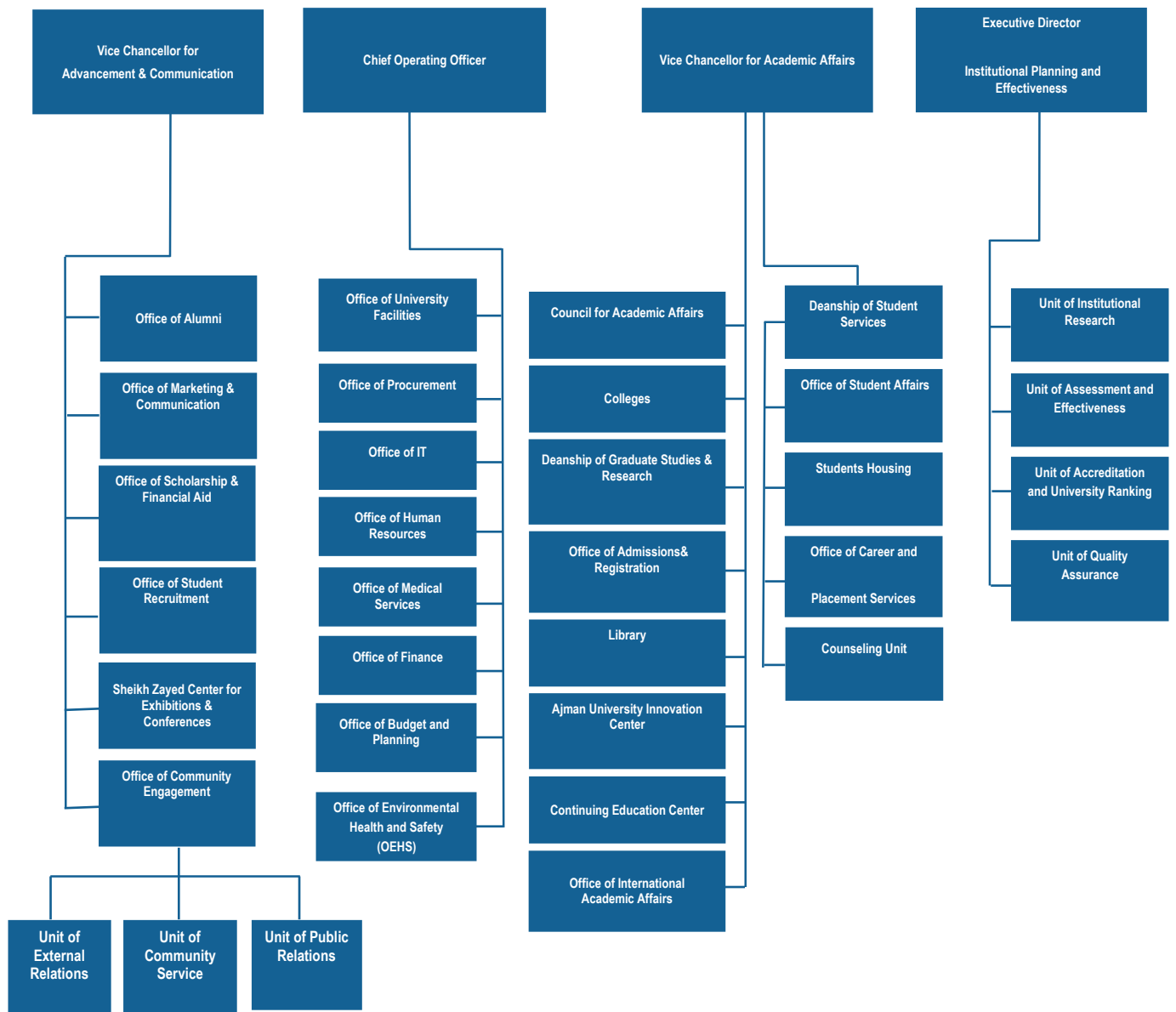


III. University Organization Structure & Governance

1. Structure

The revised AU organizational chart has been approved by the Board of Trustees (meeting held on 17 October 2016).





2. The Board

The first Board of Trustees of AU was constituted with the Amiri Decree Number 4 for the Year 2007 of His Highness Sheikh Humaid Bin Rashid Al Nuaimi Member of the Supreme Council of the UAE, Ruler of Ajman. AU's 2007 Board includes eight articles; Article Number 3 shows that the Board was composed of 15 members under the Presidency of His Highness Sheikh Humaid Bin Rashid Al Nuaimi. The board membership represented the UAE Supreme Council, Ajman Government, businessmen from the UAE and the Gulf region and the academic community of the UAE and abroad.



The AU Board of Trustees was reformed with the Amiri Decree Number 11 of the Year 2012 of His Highness Sheikh Humaid Bin Rashid Al Nuaimi, Member of the Supreme Council of the UAE, Ruler of Ajman. AU's 2012 Board includes nine articles; Article Number 2 shows that the Board was composed of 11 members under the Presidency of His Highness Sheikh Humaid Bin Rashid Al Nuaimi. The board membership represented the UAE Supreme Council, Ajman Government, businesspersons from the UAE and the academic community of the UAE and abroad.

The AU Board of Trustees was reformed with the Amiri Decree Number 13 of the Year 2014 of His Highness Sheikh Humaid Bin Rashid Al Nuaimi, Member of the Supreme Council of the UAE, Ruler of Ajman. AU's 2014 Board includes nine articles; Article Number 2 shows that the Board was composed of 9 members under the Presidency of His Highness Sheikh Humaid Bin Rashid Al Nuaimi. The board membership represented the UAE Supreme Council, Ajman Government, businesspersons from the UAE and the academic community of the UAE and abroad. The reform of the Board is intended to strengthen UAE community representation and ensure the involvement of members in the Board's committees.

3. Institutional Governance

The majority of Board members have no fiduciary investments in AU and the owners of the institution are not involved in its day-to-day operations. The members of AU's 2014 Board are directly involved in academic, financial and investment committees of the Board in order to insure the University's compliance with the MHE Standards. The Chancellor has the full authority and responsibility to run the institution efficiently and effectively. AU Vice-Chancellor for Academic Affairs ensures the capabilities and capacities of the college Deans and academic faculty, and conducts their annual assessment before the renewal of contracts. Students, department heads and AU's higher administration take part in the annual assessment process. Feedback on annual evaluation is communicated to executives, deans and faculty members in order to improve their performance.

Deans, as members of the Academic Affairs Council, and faculties, as members of the Department Councils, have a major role to play in decision-making at AU. As per MHE regulations, male and female Students have the opportunity to participate in the decision-making processes within the institution.

IV. Faculty Rights & Responsibilities

1. Faculty Role

Faculty members are responsible for developing, evaluating, and periodically updating all educational programs offered by the University. In every College, committees comprising of faculty members analyze the feedback received from various sources and accordingly revise and update the courses and curriculum. The same applies to the development of laboratories, training programs, and other related aspects of an academic program. For every program, a faculty member is assigned as the Program Coordinator who has the overall responsibility of program coordination, curriculum development, assessment and updating.

They are also required to take part in service which includes a) department, college and university service, b) academic and professional activities outside AU, and c) contribution to students' co-curricular activities.

1.1 Faculty Member Job Description

The following statement is intended to describe the general nature and level of work being performed by the faculty member; and it is not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required.

1.1.1. Essential Duties and Responsibilities

- Develop and deliver courses to students in specified discipline areas of study.
- Evaluate and monitor individual student's progress and provide feedback and guidance.
- Research, organize and manage instructional resources.
- Provide consultative expertise, as a subject matter expert, to the local industry through pre- approved partnership projects by the University.
- Ensure a respectful and culturally sensitive learning environment in all activities.
- Establish and maintain effective work relationships.
- Motivate and inspire confidence in others (students and colleagues) to overcome limitations to personal growth and success.
- Ensure required training equipment and supplies are set up in advance and materials are available.
- Actively seek out methods, procedures and resources that best achieve course and program objectives.
- Support and participate in accreditation process.
- Maintain relationships with students that are conducive to learning.
- Perform miscellaneous job related duties as assigned by the Head of Department and university management.



1.1.2. Supervision

- Report to Head of Department (if applicable) or to the Dean of College (if there is no Head of Department).
- Subordinates: Supervise the work of students and Teaching Assistants.

1.1.3. Knowledge and Skills

- Ability to communicate effectively, both orally and in writing.
- Knowledge of admission standards and regulations.
- Knowledge of the “Credit Hour” academic system
- Ability to foster a cooperative work environment.
- Ability to develop and deliver presentations.
- Ability to perform complex tasks and to prioritize multiple projects.
- Ability to work effectively with diverse multi-cultural community
- Ability to create, compose and edit written materials.
- Knowledge of professional practices and techniques in area of specialty.
- Ability to make administrative/procedural decisions and judgments.
- Program planning and implementation skills.
- Knowledge of computerized student information systems.

2. Program Director Role

The program director of the MSc program is the academic leader of the program. He/She is responsible for all activities related to the development and delivery of the program and shall coordinate with the concerned faculty members for the overall management and development. The program director will report to the Dean.

The key responsibilities of the program director are:

1. Develop, revise and update the program curriculum in consultation with the course coordinators.
2. With the individual course coordinators, propose modifications and/or changes of program curriculum to the Curriculum Development Committee.
3. In consultation with course coordinators and respective unit Head, advise the Dean on development of the facilities required for the program including but not limited to clinical, laboratory, research, library as well as recruitment of faculty and staff in response to the needs of the program.
4. Identify areas in need of improvement in the program in consultation with course coordinators and take appropriate actions.
5. Maintain and ensure, in consultation with the course coordinators, that course learning outcomes are in line with the program outcomes.
6. With the respective unit Head, identify, and confirm the availability of course coordinators and ensure that they are aware of their duties and responsibilities.

7. Ensure that students are oriented to the outcomes of the program, and how the assessment processes are conducted.
8. Set and monitor the measurement instruments and benchmarking of the program, analyze the student and faculty evaluation forms noting suggested improvements, and send a summary to the Dean and the Assessment and Continuous Improvement Committee (ACIC), as well as communicate with the Office of Institutional Planning and Effectiveness (OIPE) regarding assessment results.
9. Ensure the implementation of the changes recommended by the ACIC.
10. Analyze the success of the implemented recommendations in the following academic year.
11. Be responsible for the administrative issues related to faculty assignments and schedules for the clinical and didactic components of the program.
12. Monitor the standardization of assessment methods and calibration of instructors and examiners.
13. Advise the Dean on faculty evaluation and performance in the MSc program.
14. In consultation with faculty staff, coordinate external examiners' short list and visiting professors and advise the Dean accordingly.
15. Identify external research collaboration opportunities and liaison with corporate institutions for training and research opportunities.
16. Represent the program at meetings of Department/College Council, professional associations, governmental agencies and other groups nationally and internationally.

3. Faculty Responsibilities

The primary responsibility of faculty members is to teach, conduct research, acquire skills through ongoing training, and take part in service which includes a) department, college and university service, b) academic and professional activities outside AU, and c) contribution to students' co-curricular activities. Other responsibilities, as stipulated in the contract, relate to professional development, institutional confidentiality, professional ethics, as well as responsibilities towards the development of their Department, College and the University.

2.1 Teaching

Faculty members are required to:

- Teach AU students in classes and in laboratories (as applicable).
- Establish course policies and requirements.
- Establish clear grading standards in order to fairly evaluate students based on their academic performance.
- Use of technology and participant-centered techniques to enhance learning.
- Advise students on an ongoing basis outside regularly scheduled classes.
- Supervise graduation (capstone) projects.
- Supervise students' research projects, such as term papers and practical works, within the rules and regulations of the Department, College and University.



- Maintain professional demeanor within and outside the classroom.
- Adhere to the University administrative policies and procedures on issues related to exams, incompletes, withdrawals, drop-adds, and so on.

2.2 Academic Advising

Faculty members are required to know the academic rules, regulations and procedures that apply to students' advising responsibilities. They are also required to be familiar with different University services provided to students. In that regard, faculty members should:

- Schedule office hours in order to meet with students outside prescheduled class meetings.
- Post office hours and include them in the course syllabus.
- Ensure that the number of office hours reflect the teaching load and size of the classes. Accordingly, the office hours shall range from 6-10 hours as approved by the Head of Department.
- Be in the office during office hours.
- Ensure that office hours are flexible enough to provide reasonable contact with students who may have class conflicts.
- Make it possible for students to make appointments outside of scheduled office hours.
- Schedule additional office hours during registration periods.
- Participate and assist other faculty members and students in the registration process.
- Keep, update, and refer to students' records during each advising session.

2.3 Research

Ajman University (AU) considers research an essential activity in the production and dissemination of knowledge. AU faculty members are encouraged to devote a reasonable amount of time and effort to scholarly research in order to maintain academic competence and development of students' education.

The following is a description of what constitutes "academic research":

- Studies and works that can be published in books, journals and/or other means.
- Individual or group research to be published and/or presented in academic conferences or seminars.
- Research aiming at developing teaching skills and techniques.

AU shall support and facilitate cooperative joint research conducted in cooperation with public and private institutions. It shall also provide grants for research projects on university-wide competitive basis in accordance with its policies for internal funding. Furthermore, the University shall coordinate and provide assistance to faculty members for obtaining research grants from external sources. For externally funded research projects, AU will provide support to the Principal Investigator in utilization of approved funds in accordance with specified procedures. The Principal Investigator will be responsible for managing the research funds, submitting the progress and final reports, and closing the account at the completion of the research project.

2.4 Service

Service includes:

- a. ***Service to the University:*** this includes administrative positions held, membership of committees at the department, college and university levels; recruiting of faculty and students, providing professional development workshops and training to faculty and staff; organizing conferences, serving in partner organizations boards, participating in fund raising campaigns, establishment of external connections and partnership etc..
- b. ***Service to Students:*** Advising students, involvement in student clubs, mentoring and helping senior students in job placement and applications to graduate studies, providing research experience and other assistance for undergraduates, contributions to Ph.D. Masters' theses.
- c. ***Service to Community:*** Presentation to community groups, writing articles for newspapers, media interviews, professional activities undertaken as a practitioner or a consultant, volunteering in community activities, serving in community boards and NGOs.

Recognition shall be given to faculty members who prove themselves as active administrators and developers of their respective departments and colleges. Services rendered by the faculty members to the local community and the United Arab Emirates, both in their special capacities as scholars and in areas beyond these special capacities when the work done is at a sufficiently high level and quality, shall likewise be recognized in the promotion process. These services may include organizing short courses, national/international conferences, seminars and workshops, authoring articles for the general public and translations from and into Arabic, etc. Contributions might also include identifying industry needs and elaborating coherent training programs in their areas of expertise, as well as establishing a link for technical cooperation between AU and other institutions in specific areas of expertise. Similarly, guidance and leadership in student activities and contribution in student counselling shall also be recognized and considered.

4. Principles of Academic Freedom

Academic freedom is vital in the establishment of a climate of academic integrity, and it applies to both teaching and research. Faculty are entitled to freedom of discussion of course subject and students the freedom to learn, in addition faculty are entitled to freedom of advancement and dissemination of knowledge through their research work and the publication of results. AU recognizes that successful discharge of these functions requires an atmosphere of intellectual freedom.

Since freedom entails responsibilities, faculty members are advised to accept the responsibilities associated with intellectual freedom. Those responsibilities are towards students, colleagues, University, and the larger community AU serves. For this purpose, AU has specified ethical guidelines for its faculty members to help them discharge their responsibilities in compliance with the University standards.

5. Faculty Professional Ethics

Ajman University (AU) requires its faculty members to be responsible for academic integrity and demonstrate high standards of professional ethics. They shall apply principles of justice, truthfulness, fairness, and respect



for others in all matters related to their work, especially when making decisions involving ethical dilemmas. They are required to ensure that people are fairly treated and not discriminated against, abused or exploited. They shall honor the rights of others and shall cause no harm to any individual. They shall respect the diversity of cultures and recognize fundamental human rights. They must keep in confidence all privileged information gained while employed at AU. When acting as referees, they must strive to be fair and objective.

6. Academic Honesty

Academic honesty is the pursuit of scholarly activity in an open, honest and responsible manner. Academic honesty is a basic guiding principle for all academic activities at the University, and all members of the University community are expected to act in accordance with this principle.

Academic honesty includes a commitment not to engage in or tolerate acts of falsification, misrepresentation or deception. Such acts of dishonesty violate the fundamental ethical principles of the University community and compromise the worth of work completed by others. It is worth emphasizing here that the University expects all its faculty members to abide by the highest standards of professional ethics in all their activities conducted inside or outside the University campus.

7. Misconduct

AU requires that its faculty members demonstrate high standards of ethical behavior and act as role models for their students. It expects and demands that they adhere to those standards of conduct that are deemed necessary and appropriate for an educational institution. While it is not possible to list all acts and/or omissions that violate the desired conduct and may result in disciplinary action, the following are some of the more obvious acts or omissions that are unacceptable:

- Refusal to carry out the duties required by his/her position or refrain from abiding by the instructions under the employment contract, which are issued by the superior or the person in charge.
- Use of physical violence against any person inside the University campus.
- Racial or sexual harassment or any other form of harassment to any student, affiliate of or visitor to the University.
- Proceeding work in a state of drunkenness (either drugs or alcoholics).
- Intentionally keeping the superior in the dark regarding conflicts of interests.
- Committing any act that might infringe an article of the contract or violate the regulations and policies issued by the University from time to time regarding safety and security.
- Disturbing the safety equipment or acting in a manner that threatens the rules of safety and public health in the workplace or hindering the employees from carrying out their duties properly.
- Use of indecent language or resorting to threats when dealing with another person in the workplace.
- Unauthorized use of equipment inside the University.
- Disturbing the course of work by adopting undesirable attitude.
- Absence without permission.

- Non-abiding by the University policy regarding smoking in the workplace or non-abidance by the safety rules.

Sometimes it is difficult to classify some cases of misconduct. Therefore, any decision regarding the seriousness of the case is subject to the consideration of the University based on findings and relevant facts as determined by the Disciplinary Committee. The concerned faculty member will be treated fairly and provided an opportunity to explain his/her position. If the Disciplinary Committee, after thorough investigation, concludes that a disciplinary action must be taken against the faculty member, it may recommend verbal counseling, written warning, suspension or even termination. In case the faculty member is not satisfied with the decision of the committee, he/she can file a written appeal to the University Chancellor requesting a review of the decision, as explained in Section related to Grievance in this Handbook.



V.Student Academic Integrity

This document sets out the University's policy, which regulates the sanctions taken against students for academic dishonesty. The disciplinary committee is the authorized body to recommend actions against offenders of the Academic Integrity.

Plagiarism

The act of plagiarism is committed when one uses the ideas or work of other people and the representation as one's own original work. Ajman University deploys a powerful plagiarism detection software as well as other verification tools to detect any act of plagiarism. Plagiarism encompasses a wide range of forms, such as:

- Written research, books, articles, and theses.
 - Graphic illustrations, images, and motion pictures.
 - Graphs, maps and models
 - Audiovisual material
- a. Students are required to submit their own work for fair evaluation of the level of achievement of a specific learning outcome.
 - b. Each faculty should explain to their students that plagiarism is not at all acceptable and there are strict penalties for any act of plagiarism.
 - c. It is not forbidden to reproduce an idea or sentences from a book or an article as long as the student uses quotation marks and gives its source.
 - d. Every submitted project is expected to contain a reference section in which the student lists all the materials that he/she consulted or used in the project.

Examples of Academic Integrity Violations

The following list includes, but is not limited to, examples of violations under the Academic Integrity policy.

Plagiarism	Test and Exam Rules	Other violations
Failing to acknowledge sources through the use of proper citations when using another's works and/or failing to use quotation marks.	Attempting to read other students' exam papers.	Co-operation or collaboration on an academic assignment, in whole or in part, when the instructor has indicated that the assignment is to be completed on an individual basis.
Submitting any work written, in whole or in part, by someone else.	Speaking to another student (even if the subject matter is irrelevant to the test).	Disruption of classroom activities or periods of instruction.
Submitting a project by a third party, developed without major modifications as ones own.	Leaving answer papers exposed to view.	Improper access to confidential information such as exams or test questions.

Using ideas or material without appropriate acknowledgment in any academic assignment.	Writing an examination or part of it, or consulting any person or materials outside the confines of the examination room without permission to do so.	Misrepresentation of facts for any academic purpose.
Using another's data or research findings.	Using material not authorized by the examiner.	

Disciplinary Penalties for Plagiarism

Faculty members are responsible for checking acts of plagiarism in their courses. If a faculty determines that an act of plagiarism has been committed, a report of the incident with supporting evidence shall be submitted to the Head of Department who in turn will forward the report to the College Dean for further action. The Dean after confirming the act of plagiarism, shall refer the report to the Registrar where a copy of the report will be kept in the student file.

The following actions shall be taken against the student proven to have committed an act of plagiarism:

1. If the student has no previous record of plagiarism in any course, a zero grade is given to the submitted work.
2. A student committing a second plagiarism offense in any course will be awarded a failing grade on that course and shall pay the full course fees. The plagiarism offence shall be noted in the student's record of grades and marked with "XF".
3. A student committing a third plagiarism offense in any course will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. The plagiarism offence shall be noted in the student's grades record and be marked with the "XF" for all the courses taken in that semester.
4. A student committing a fourth plagiarism offense in any course will be expelled from the University and shall be awarded a failing grade on all courses of the semester which will be marked with a grade of "XF". The student will have to pay the fees for all courses. However he can benefit from his/her academic record.
5. Upon a written request submitted by the student to the Office of Admissions & Registration, the XF mark may be removed if the student maintains his/her record clean up until his/her graduation.

The University may supplement its penalty with a decision to fully or partially ban the student from the privileges provided by the University for a maximum period of two semesters.



Sit-in Exams

Cheating:

Any student who is caught in possession of written information relevant to the course, messages by mobile phone, or transmitting written or verbal information to his/her classmates shall be considered a cheater. This includes also the following:

- Using a book, magazine, research, computer or internet file.
- Using scraps, slips or copies.
- Using signs to convey information.
- Sending or receiving information through mobile phone.
- Writing on wall, ground, chair, clothes or body.
- Using every other means of information not allowed by the university regulations.

Trying to cheat:

Any student who is caught in possession of written information, messages sent by mobile phones, or transmitting written or verbal information to his/her classmates shall be considered trying to cheat. This also includes what follows:

- Looking at the answer sheet of another student.
- Talking with classmates in the examination room.
- Possessing a mobile phone.
- Possessing papers or any other means that comprises information relevant to the subject of exam, but not shown up.

Procedures Regulating Irregular Behaviors during Sit-in Exams

All cases of cheating or trying to cheat, disturbing the peace and calm of the examination room, disrespecting one of the invigilators, impersonating an examinee or engaging someone else to take the exam by-proxy shall be reported to the College Examination Committee by all the invigilators.

- The invigilator shall notify the student who is caught cheating or trying to cheat to see the chair of the College Examination Committee by means of a form designed by the Central Examination Committee and by which he/she will be informed of the place and time of his/her appearance before the Central Examination Committee.
- The College Examination Committee shall refer the report to the Central Examination Committee in turn submits it to the University Disciplinary Committee
- The University Disciplinary Committee shall conduct the investigation with the cheater (or trying to cheat) and report all available witnesses within no more than 48 hours, then a report shall be submitted. In case the student does not attend in the assigned time, he/she will be subject to an investigation that will be conducted in absentia.
- The University Disciplinary Committee shall be entitled to take the decision to keep the report in case the infraction is not supported by any evidence; the decision is deemed definite and the student may be allowed to re-sit the examinations.

- The Chair of the Central Examination Committee shall refer the report to the University Disciplinary Committee to take the appropriate decision with regard to the infraction the examinee is accused of.
- Once asked by the invigilator, the examinee who is caught cheating or trying to cheat shall quit the examination room.

Disciplinary Penalties for Cheating

1. Awarding a failing grade on the course in which the student commits the violation; student shall pay the full course fees. Such penalty shall apply when a student is caught cheating or attempting to cheat in exams, or caught in possession of notes relating to the exam subject matter, or in possession of a mobile phone or any other electronic device even if it is switched off. This penalty shall apply if the breach is the first to be committed by the student. The cheating case shall be noted in the student's record of grades and marked with "XF" for that course.
2. Awarding a failing grade on all courses of the semester in which the student commits the violation and obligating him to pay the full course fees. Such penalty shall apply when a student is caught cheating or attempting to cheat in exams; or caught in possession of notes relating to the exam subject matter, or in possession of a mobile phone or any other electronic device even if it is switched off. This penalty shall apply if the violation is the second to be committed by the student. The cheating case shall be noted in the student's grades record and be marked with the character "XF" for all courses in the semester.
3. Expulsion of the student from University and awarding him a failing grade on all courses of the semester in which the violation is committed. The student can benefit from his academic record but will have to pay the fees. Such penalty shall apply when a student is caught repeating for a third time an act of cheating or an attempt to cheat in exams; or caught in possession of notes relating to the exam subject matter, or in possession of a mobile phone or any other electronic device even if it is switched off.
4. Expulsion of the student from University and awarding him a failing grade on all courses of the semester in which the violation is committed. The student cannot benefit from his academic record and his fees will not be refunded.
5. Upon a written request submitted by the student to the Office of Admissions & Registration, the XF mark may be removed if the student maintains his record clean up until his graduation.

VI. Graduate Assistant

1. A Graduate Assistant (GA) is an individual who serves in a support role while completing his/her graduate studies at AU.
2. For each graduate program offered by AU, the University provides financial support to GA's in terms of partial or full tuition fee waiver and a monthly stipend in some cases. A GA must be enrolled as a full-time student at the University for the duration of their assignments in a graduate program.
3. The GA shall work in the University as a full-time graduate student without any other part-time or full-time job, within or outside University.
4. It is a responsibility of the Head of Department and/or supervisor to make sure that the GA's are fully aware of all related policies and procedures and abide them.
5. The AU may offer graduate students the following two types of assistantships:
 - a. Sponsored Graduate Research Assistant (SGRA)
 - b. Sponsored Graduate Teaching Assistant (SGTA)

Sponsored Graduate Research Assistant (SGRA)

1. The sponsored graduate research assistantship is awarded on a competitive basis.
2. The maximum duration of sponsored graduate research assistantship is 2 years.
3. The research graduate assistantship will be provided during Fall and Spring semester only. A prior permission is required from the Dean of Graduate Studies and Research, if the SG-RA work as part time RA during the summer semester.
4. The following table summarises the SGRA's categories and related requirements:

Thesis is Required as part of Degree Completion Requirement	SG-RA Category	Credit Hours Supported by AU	SG-RA Working Hours / week as a part-time RA	Monthly Stipend (AED)	Minimum CGPA Requirements	Registered Credit Hours
Yes	Full SGRA	9	20	4,000	3.5	9
Yes	2/3 SGRA	6	15	3,000	3.0	9
Yes	1/2 SGRA	4.5	10	2,000	3.0	9
No	1/3 SGRA	3	5	0	3.0	12

5. For full SGRA, the research supervisor must certify the performance of SGRA as a part time research assistant as Good or higher. For other categories of SGRA, the research supervisor must certify the performance of SGRA as part time research assistant at least satisfactory.
6. Financial support for their research projects (GSG), as recommended by the College Research Committees, and approved by DGSR can also be provided.

Sponsored Graduate Teaching Assistant (SGTA)

1. The sponsored graduate teaching assistantship may be awarded on a competitive semester-by-semester basis, as per teaching requirement of the college. The SGTA budget shall be supported by the college teaching budget.
2. The following table summarises the categories of SGTA's and related requirements:

SG-TA Category	Credit Hours Supported by AU	SG-TA Working Hours / week as a Teaching Assistant	Monthly Stipend (AED)	Minimum CGPA Requirements	Registered Credit Hours
Full SGTA	9	20	4,000	3.5	9
2/3 SGTA	6	15	3,000	3.0	9
1/2 SGTA	4.5	10	2,000	3.0	9
1/3 SGTA	3	5	0	3.0	12

Procedure for the selection of GA

The recommended procedure for the selection of Graduate Assistants is as follows:

1. The University shall advertise on its website, English and Arabic newspapers, and other publications, provision of financial support for talented graduate students in its graduate programs. The financial support shall cover their partial or full tuition fees and they may also get a monthly stipend for working as part-time Research or Teaching Assistants in their colleges. The College Deans or HODs can also contact their outstanding graduates with strong potential for graduate studies and research to apply for these positions. Similarly they can use their networking to invite outstanding graduates from UAE or abroad.
2. The College Dean shall form a Selection Committee to review the applications, interview the short-listed candidates and recommend candidates to the Dean.
3. The College Dean shall inform the selected candidates to formally apply for admission. The College Dean shall also inform the Department of Admission and Registration about their selection as SGRA or SGTA.
4. The College Council shall discuss and decide the Supervisor(s) for each selected GA. The supervisor(s) will be informed about expected outcomes and they shall be responsible to ensure that the research task is well-defined and properly supervised to achieve these outcomes.

Progress Monitoring of SGRA

The monitoring process for SGRA is as follows:

1. SGRA should have a meeting with the appointed supervisor on a regular basis and keep a record of such meetings.
2. The SGRA, should submit a detailed progress report to the college member of Council of Graduate Studies, with evaluation from the supervisor, at the end of Fall and Spring semesters.
3. The college member of Council of Graduate Studies shall forward this report to the DGSR with his/her comments and endorsement from the College Dean.



VII. Intellectual Property Guidelines

Matters considered include the nature of Intellectual Property, its ownership, exploitation and the specific procedures adopted within Ajman University (AU).

AU is committed to providing an environment where scholarship and innovation can flourish and those participating can be justly rewarded for their efforts. At the same time, AU recognizes that certain Intellectual Property is developed as a result of the environment provided by AU and that special relationships exist between the AU and its faculty and students, the University wishes, where appropriate, to gain benefit from the activity, with the benefits flowing on to future generations of faculty and students.

AU reserves the right to modify or add to this policy at any time, provided that such change will only apply to works, inventions and other subject matter in which Intellectual Property Rights subsist that come into being after the effective date of the change.

1. Interpretation

- Course Materials means all materials produced in the course of or for use in teaching in any form (including digital, print, video and visual material) and all Intellectual Property in such materials and will include lectures, lecture notes and material, syllabi, study guides, assessment materials, images, multi-media presentations, web content and course software.
- Exceptional AU Resources means resources of the AU which, for the avoidance of doubt, includes facilities, funds, services, equipment, paid leave, faculty time and support faculty in excess of those normally used or available to faculty for producing Course Materials.
- Intellectual Property means all statutory and other proprietary rights (including rights to require information be kept confidential) in respect of inventions, copyright, trademarks, designs, patents, plant breeder's rights, circuit layouts, procedures, trade secrets and all other rights as defined by the UAE laws.
- Specifically Commissioned means where particular consideration (which includes, but is not limited to, financial consideration or relief from teaching or other duties) is provided or offered by the AU by agreement.

2. Intellectual Property Ownership

Except as otherwise agreed in writing by an authorized AU officer, or stated in this Policy, AU asserts legal and beneficial ownership of Intellectual Property:

- Created by academic or general faculty in the course of their employment by the University.
- Created by students of the University
- Created by Visitors, Adjunct or Conjoint appointees

In the absence of any written agreement to the contrary, Visitors, Adjunct and Conjoint appointees who create Intellectual Property falling under this clause will be treated as academic faculty for the purposes of this Policy.

AU does not assert its right to ownership of any Intellectual Property in scholarly books, articles, Course Materials, or other scholarly works or subject matter generated (whether in written or any other form) by faculty or students, other than; where Specifically Commissioned by AU and where produced with the assistance of Exceptional AU Resources.

AU asserts legal and beneficial ownership of all Course Materials, which are Specifically Commissioned. The University may, at its discretion, give the creator(s) of Specifically Commissioned Course Materials a non-exclusive license to use the Course Materials for teaching purposes only if such a license will not extend to use of the Course Materials for a course in direct competition with a course of the University.

In the absence of a written agreement, the University will own the Course Materials, but the faculty member(s) who provided content for the Course Materials will be entitled to compensation in case of commercialization.

AU reserves its right to transfer the ownership of its Intellectual Property to third parties, where practicable, following consultations with the creator(s) of the Intellectual Property. Except where expressly permitted, no faculty member or student may apply for his/her own name, assign, license or otherwise deal with Intellectual Property, without AU written consent.

3. Students

Where AU students may be involved in research at institutions, which are affiliated, with the AU or at institutions other than AU, agreement should be reached with that institution regarding the rights of the student to Intellectual Property with a view to ensuring that the student's rights are maintained as far as practicable.

Where reasonably practicable, supervisors electing to supervise a student in an area likely to lead to claimable Intellectual Property should ensure a confidentiality and Intellectual Property assignment agreement is completed with the student before the work is commenced.

4. Exploitation of Intellectual Property Owned by AU

In order for AU to comply with laws of Intellectual Property, faculty members and students should be conscious of the need to avoid premature disclosure of research results to third parties. Prior to doing so, intellectual property protection should be acquired specifying the rights that will accrue to the faculty member or student and to AU.

The faculty member or student, whose creative work is commercialized will be compensated on a pre-agreed amount and will waive his rights to the creative work to AU. Student creators of Intellectual Property will be treated equivalently to faculty members in determining their share of benefits flowing from the commercialization of Intellectual Property.

The University will consult with the creator of the Intellectual Property before determining the appropriate commercialization pathway to be taken. This may include the filing of patent applications, the identification of possible licensees or the formation of a limited liability company to exploit the Intellectual Property.



5. Rights & Disputes

AU recognizes the rights of the originators of Intellectual Property in accordance with the UAE copyright laws in force. These include the right of fair attribution of authorship or invention, the need for work not to be altered or used in such a way that it harms the reputation of the originator, and an opportunity for the originator to be involved in determining the final outcome of his/her labors. AU will use its best endeavors to assist authors in asserting their moral rights in cases where clear breaches of accepted academic conventions occur.

Where a faculty member or a student is unable to reach agreement with a Third Party with respect to the exploitation of Intellectual Property, they may refer their grievance to AU legal Advisor to attempt to resolve the dispute by mediation. In the event of a continuing grievance, the matter will be determined by an independent expert. All matters associated with the resolution of Intellectual Property disputes will be held confidential.

6. Copyright Material

AU faculty members and students are required to follow the law protecting copyright in the United Arab Emirates set under the Copyright and Authorship Protection Law No. 7 for the year 2002. Protection is granted to authors of literary, artistic and scientific; whose means of expression is writing, sound, drawing, image, motion pictures, creative titles or computer software. Translation of original works is also protected and the duration of the protection is for the lifetime.

The law reserves the right to allow reproducing protectable works by means of photocopying without obtaining the author's permission by public libraries, non-commercial documentation centers and education, cultural and scientific institutions, provided that the number of 50 copies reproduced is limited to their needs and not detrimental to the interests of the author.

VIII. Faculty Appointments

1. Faculty Hiring Procedure

- 1.1. The Dean is expected to submit to the Vice-Chancellor for Academic Affairs the faculty hiring plan one academic year ahead. For instance, hiring plan for Fall 2018 should be submitted in Fall 2017.
- 1.2. The faculty-hiring plan should indicate the following:
 - a. Detailed specialization request.
 - b. Verification of the requested specialization.
 - c. Confirmation of slot availability.
 - d. A clear strategic plan for the requested, highlighting how the candidate fits into the long-term plan of the department/college/university.
- 1.3. The approval of the new faculty slots would be based on budget availability, real need for the requested position, and how the position fits within the strategic plan of AU.
- 1.4. The Representative from the Office of the Vice-Chancellor for Academic Affairs would prepare an advertisement for the available opening.
- 1.5. The Representative from the Office of Vice-Chancellor for Academic Affairs handles the advertisement of the new slot on the University website and renowned international outlets for the specific specialization, which shall be determined by the dean, in consultation with the head of the department.
- 1.6. The advertisement should be kept for at least one month before starting the screening process.
- 1.7. Applicants should submit the following documents online:
 - a. Letter of intent.
 - b. Detailed CV including full publication list.
 - c. Information form.
 - d. At least three reference letters.
 - e. Any other relevant supporting documents.
- 1.8. The Representative from the Office of the Vice-Chancellor for Academic Affairs shall send all applications to the dean.
- 1.9. A “Search Committee”, headed by the dean or the head of the department, and including at least two other faculty members (one of them from another department and preferably another college), and a representative from the Office of the Vice-Chancellor for Academic Affairs will screen the applicants.
- 1.10. Shortlisted candidates would be interviewed by the “Search Committee.”
- 1.11. Candidates living abroad can be interviewed remotely.



1.12. The main criteria for evaluating candidates are:

a. Research record with a special focus on:

- Research area and to what extent it fits the announced position.
- Publications and creative work with a special attention for publications in high impact factor journals.
- Amount of external funds secured by the candidate.
- Research presentations, especially presentations delivered by the candidates at prestigious meetings.
- International collaboration.

b. Teaching record taking into consideration:

- Teaching philosophy.
- Course diversity.
- Graduate student supervision.
- Student evaluation.
- Development of new courses and labs.
- Introduction of novel teaching pedagogies.
- Service to the university including administrative duties, participating in committees, etc.
- Professional service, including organizing conferences, serving on committees of international conferences, conducting review for international journals, etc.

1.13. If short listed candidates do not fulfill the above criteria, the advertisement would be re-announced until suitable candidates are available.

1.14. The “Search Committee” shall submit to the Dean the following documents:

- a. CV of the short listed candidate.
- b. Information form.
- c. Reference letters.
- d. Committee report including the following items:
- Verification for the requested position.
 - How the candidate fits into the specific slot and AU strategic plan.
 - Summary of the candidate’s credentials, with specific comments on items mentioned in item 1.12 above.
 - The strong and weak points of the candidate.
 - Committee recommendations.

The Dean makes a recommendation to the Vice-Chancellor for Academic Affairs including negotiated salary with the candidate.

The Representative from the Office of the Vice-Chancellor for Academic Affairs issues a contract for the selected faculty. The contract shall be signed by the Chancellor.

Faculty salaries are confidential and the Dean should consult with the Vice Chancellor for Academic Affairs on the appropriate salary.

2. Terms of Contract

The employment contract is usually for a period of two years and is renewable as per University regulations. The faculty member is bound to abide by the published policies, rules and procedures stipulated by the University. He/she shall honestly, diligently, and to the best of his/her, abilities carry out assigned duties under the contract. These duties include attending scheduled teaching sessions and meetings (classroom and/or laboratory), academic advising, conducting examinations, carrying out research, offering expertise, and contributing in students training. He/she shall not accept any other professional appointment outside AU without prior written approval from the University. He/she shall abide by the confidentiality regulations of the University and strive for professional development on regular basis.

3. Faculty workload

The assignment of faculty workloads is intended to be used, as a comprehensive guideline for academic departments when assigning workloads to individual faculty members and it is defined as the total of the instructional, scholarly, and professional service activities rendered to AU by its faculty. It encompasses instruction, advising, committee work, thesis supervision, guidance of student organizations, research, service, and curriculum development.

The assignment of workloads is therefore organized on the following principles:

- For non-terminal degree holders teaching in undergraduate certificate, diploma, associate degree and baccalaureate programs, the maximum teaching load is 15 credit hours per semester.
- The maximum teaching load for full-time faculty members is 12 credit hours per semester for undergraduate programs, and 9 credit hours per semester for graduate programs.
- The teaching load of part-time faculty members is limited to a maximum of 6 credit hours per semester.
- The release time from teaching for the Deans of Colleges is 6 credit hours, while it is 3 credit hours for the Heads of Academic Departments and Program Coordinator.



In compliance with Stipulation 8 in the CAA standards, the University has initiated the process of modifying its course load assignment to faculty members. Starting with the College of Information Technology in spring 2017-18, all credit hours of any course that includes an embedded practical component (e.g. Lab) will be entirely and exclusively assigned to faculty members holding terminal degrees in the discipline. The said faculty members will be totally responsible for their assigned courses. They will also be responsible for overseeing the Teaching Assistants who will be helping them in some of the lab and/or tutorial parts of the course. Teaching Assistants will not have any part of the course credit hours assigned to them.

The University requires a minimum number of registered students in a section to be opened. However, if under exceptional circumstances, a section is to be opened with a number of registered students below the required minimum number, the section will be counted for the instructor as a regular section within his/her regular load, regardless of the number of students registered in that section.

4. Academic Ranks and Qualifications

Ajman University (AU) employs (4) primary faculty ranks for its full-time and part-time/adjunct faculty members. The ratio of the adjunct to full-time faculty and the teaching load regulations for full-time and part-time faculty are in accordance with those specified by the Ministry of Education.

Professor

It is the highest academic rank that is obtained after successfully being promoted from the Associate Professor rank in a reputable institution. An appointee to this rank must have earned the Ph.D. degree from an internationally recognized institution and must have served as a full-time Associate Professor for at least four years with significant contribution in research and service to the academic institution and community.

Associate Professor

This rank is obtained after successfully being promoted from the Assistant Professor rank in a reputable institution. An appointee to this rank must have earned the Ph.D. degree from an internationally recognized institution and must have served as a full-time Assistant Professor for at least four years with noteworthy contributions in research and service to the academic institution and community.

Assistant Professor

An appointee to this rank must have earned the Ph.D. degree from an internationally recognized institution and must have demonstrated potential as an effective teacher and a promising researcher with a strong commitment to serve the institution and community.

Lecturer

An appointee to this rank must have earned a Master's Degree from an internationally recognized institution. He/she must have demonstrated strong potential as an effective teacher and have had prior teaching experience. The lecturer will, in general, teach readiness-level courses, regular course tutorials, and perform other teaching.

5. Part-Time/Adjunct Faculty Members

Part-time/Adjunct faculty members with ranks of Professor, Associate Professor, and Assistant Professor teach courses that are beyond remedial or readiness levels. They are employed on a full-time basis but for a shorter time contract duration than their full time counterparts, and their employment is subject to the same requirements of professional competence and experience. Their number shall not exceed 25% of the total faculty members for any program offered by the University. In addition, the teaching load of Part-time/Adjunct faculty members shall not exceed 6 credit hours per week and their net salary shall be determined based on their teaching load.

6. Faculty Orientation

New faculty members will receive a proper orientation about the University philosophy, policies and work ethics with regard to their specific job. They will be briefed about the program, its curriculum and the role of faculty members in its development, their rights and responsibilities. They will also be provided with all relevant information about the registration as well as the advising systems. The Dean, head of the concerned department, and senior faculty members will take part in the orientation process.

7. Probationary Periods

Newly appointed faculty members have a probation period of one semester. Near the end of the semester (14th week), the HR Department shall provide a Self-Assessment form to the faculty member and End-of-Probation form to the College Dean. The Dean will get feedback from the Head of Department about the performance of the newly appointed faculty member. Based on the two forms and after consultation with the Head of Department, the College Dean will make a decision whether to confirm the employment or terminate it. The termination option shall be exercised only if the faculty member has a serious problem in delivering the assigned duties and his/her performance is below the minimum acceptable performance for the concerned Department/College. The HR Department will accordingly inform the faculty member about the decision.



8. Leaves of Absence

Annual Leave

The faculty member shall (in addition to any statutory public holidays announced for the United Arab Emirates) be entitled to a paid leave in accordance with the provisions relating to vacation leaves as set out in the University's academic calendar, provided that such leave shall not exceed Sixty (60) calendar days in each academic year.

In the event the faculty member does not complete, for whatever reason, any full year of service, the regulations and articles of his/her contract's construing laws shall be applied as per Federal Law No. 8 of 1980 on Regulating Labor Relations to determine the number of annual leave days the faculty member is eligible for.

Sick Leave

Sick leave is intended to meet the legitimate health needs of faculty members who were absent from the work place due to illness, personal injury or any other force majeure.

- Faculty are eligible to receive sick leave income at their regular rate of pay for up to forty five (45) calendar days per year.
- In the event, at the end of the initial 45 days sick leave, the faculty cannot return to work and is still incapacitated; the faculty is eligible for an additional forty five (45) calendar days sick leave income paid at half the regular pay rate.
- If a faculty member is absent from work beyond the aforementioned ninety (90) calendar sick leave days, the college dean may provide excused time off without pay for a period of time not to exceed ninety (90) calendar days.
- At the end of the additional 90-calendar day period, the University may require evidence and evaluation of the faculty's health condition such as a statement from the faculty member's physician; or the University may request an examination by a physician, designated by the University.

During the sick leave period, the faculty member's Dean must make alternative arrangements to cover the duties of the faculty member without additional funding.

Sick leave must be substantiated by the submission of the required medical documentation in accordance with the University's relevant policies and regulations.

Sick Leave cannot be carried forward and would get lapsed at the end of the leave calendar year when not availed.

Sick Leave would be calculated on a leave calendar year on a pro-rata basis from the employee's commencement date but can be availed only after the employee is confirmed on the rolls of the university.

While on vacation, if a faculty member meets the sick leave eligibility requirements, employee has not lost time from regular work and is therefore not eligible for sick leave. However, in the event of hospitalization the

faculty member, under such circumstances, may request that he or she not be charged with vacation but that it be considered as sick leave. Such a request is subject to the approval of the Vice Chancellor for Academic Affairs.

Maternity Leave

Female Employees who have completed at least one (1) year of service at AU can avail forty five (45) calendar days of Maternity Leave (including pre and post-delivery). If the employee has not completed one (1) year of service, she is eligible for a Maternity Leave benefit of forty five (45) calendar days, which shall be at half the regular pay rate.

Sufficient documentary evidence like doctor certificate (authenticated by AU Medical Center) have to be submitted along with the Leave Application Form.

Unpaid Maternity Leave entitlement shall be for one hundred (100) calendar days.

Employees can extend their Maternity Leave, with prior approval; however, this extended leave shall be treated as Annual Leave or will be treated as unpaid leave if Annual leave balance is nil.

Bereavement Leave

Faculty members are entitled to bereavement leave as follows:

- Not to exceed five working days for each occurrence in the case of death of immediate family residing abroad.
- Not to exceed three working days for each occurrence in the case of death of immediate family residing within the UAE territory.

For the purpose of this rule, immediate family is defined as and limited to the faculty member's spouse, children, parents, brothers, sisters.

Hajj (Pilgrimage) Leave

- Employees can avail a 'Hajj Leave' for performing pilgrimage once during their tenure at AU.
- The Hajj Leave entitlement shall be fourteen (14) calendar days.

Death provision During Faculty tenure

In accordance to UAE inheritance law, upon the death of a faculty member, the court provides official papers (which shall be submitted to HR) naming the deceased beneficiary, whom shall receive the faculty member final wages and benefits due.

This will amount to a total salary on the month of demise, plus three (3) total salaries for the three consequence months, in addition to accrued vacation pay, and any other fund due to the faculty member.

Based on the beneficiary choice, the salaries can either be paid to the beneficiary or transferred to His/her bank account. However, the End of Service Benefits must be transferred to the deceased faculty member bank account.



All benefits of the deceased faculty member (except education allowance) shall stop on the day of passing and the End of Service Benefits is calculated until the date of passing. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be repaid back to the university.

Ajman University will bears all expenses related to the preparation and transportation of the deceased and the deceased family members to their home country.

9. Regulations regarding consultancy or outside employment

The primary duty and responsibility of faculty members employed by AU is to the University itself. They are required to render their most effective services for all assigned tasks. Moreover, contributing to the community by offering professional activities are looked upon favorably and encouraged, especially where these activities make a positive contribution to the University. However, no outside service, as an expert or in any other capacity, should be undertaken that might interfere with proper discharge of duties towards the University or be in conflict with the interests of the University.

AU regulation on outside professional activities for its faculty members are as follows:

- No faculty member shall undertake any form of outside employment or activity, whether paid or unpaid, whether regular or periodic, which affects proper discharge of duties as specified in the contract and expected of a full-time faculty of the University.
- Appropriate outside employment, which does not affect faculty member's performance and may rather enhance the discharge of duties is encouraged as furthering the interest of both the individual and the University. Teaching, consulting, professional practice and other appropriate outside activities can contribute to the effectiveness of the faculty member as a teacher and as a productive scholar, and can meet the individual's and the institution's obligation of community service.
- Conflict of interest should be avoided. A faculty member shall have no interest of any kind, direct or indirect, or engage in any business transaction or professional activity, or incur any obligation of any nature, which is in substantial conflict with the proper discharge of the individual's duties as a faculty member.
- Outside employment is defined as any paid activity such as, but not necessarily limited to, teaching, consulting, advising, testing or performing analyses or examinations, the practice of one's profession, or similar work performed in addition to the official responsibilities of a full-time employee.
- During the period of full-time employment with AU faculty members may engage in outside employment so long as it does not reduce the full-time obligation to the University. Outside employment is considered an overload and must not exceed 20 percent of the full-time obligation.
- Before any faculty member can engage in outside employment, approval of his/her supervisor is required. For continuing commitment of a period longer than one-week employment, approval of the Vice President Chancellor for Academic Affairs is also required. For short term or ad hoc employment, the Dean's approval is necessary and the Vice Chancellor for Academic Affairs must be notified. Requests for approval should describe the nature of the employment, including compensation. Recommendations for approval shall be based upon an affirmative showing that the proposed employment would be in accord with the mission and policies of AU.

- Outside employment and consulting under the appropriate rules and procedures usually require an absence from the campus. Even though there is no cost to the University, absence from the campus or other regular place of work for periods of half a day or more during the normal working period must be preceded by an approval in writing.
- The faculty member engaged in outside professional activity shall pay 30% of the total compensation received for such activity to the University finance department as contribution towards sponsoring social activities of the department or college.



IX. Faculty Development and Promotion

1. Professional Development

The University recognizes that its faculty members are its most valuable resource and that their competence, commitment and capacity to change are fundamental to the successful achievement of its mission. It is for this reason that the annual report of each faculty member should include development activities during the preceding year and should mention areas of progress and their impact. On its part, the University is committed to foster and support faculty development and thus set up a policy that provides opportunities for individual faculty to:

- Improve teaching effectiveness.
- Maintain current academic and technical knowledge and skills.
- Develop computer and technological proficiency skills.
- Pursue research and creative projects.
- Exchange information and ideas.
- Engage in curriculum updating.
- Develop innovative and effective instructional and administrative techniques.

Faculty members from all disciplines and campuses are encouraged to participate and attend academic conferences, professional meetings, and engage in research activities both inside and outside the UAE. Development activities and the rules for participation of faculty in academic conferences have been elaborated in the Professional Development Policy comprised in the Policies and Procedures Manual.

2. Faculty Performance Review

The creation of an innovative environment and the realization of quality education demands Ajman University (AU) selection, retention and continued development of dedicated and creative faculty members whose skills and abilities contribute directly to student success, program quality and support the college in meeting its mission. As per the University's commitment to faculty development, and in order to achieve its expectations, processes for mentoring and evaluating individual faculty members are imperative to their development.

The formal annual evaluation will provide an assessment of performance that allows recognition of a faculty member's strengths and achievements, and identify potential areas for professional development.

Faculty performance is based on the University's mission and on the responsibilities of faculty members that serve the three (3) criteria: Teaching, Research, and Service (service to the university, service to students, and service to the community). *Faculty review criteria and performance procedure have been elaborated in the Faculty Evaluation Policy comprised in the "Policies & Procedures Manual".*

A thorough evaluation of faculty members' performance has several advantages, as it would:

- a. Provide faculty members with timely information regarding the extent to which they are meeting the college and university expectations of performance.
- b. Identify aspects of a faculty member's performance that may need further development.
- c. Provide a foundation for discussions of performance between the faculty member, the head of Department and the Dean.
- d. Help in planning appropriate and relevant faculty development programs.
- e. Determine faculty member with outstanding performance to be rewarded and recognized.
- f. Determine faculty member eligibility for contract renewal.

A faculty review committee shall be formed at the College level to coordinate and supervise the evaluation of faculty members' performance. The review committee shall be composed of the College Dean (chair) and Heads of Departments/Units (Members) and one external member from a different college (Observer). The Committee shall, in particular, decide on the weight of the three criteria for faculty performance, as well as review marks distribution within each of the criteria by the Head of Department (HOD).

Faculty members of all ranks have to submit an Assessment Report ([Appendix 1](#)) to the HOD on their activities and published or in-progress research at least two months before the end of the academic year. The annual report will be appended to HOD Performance Evaluation ([Appendix 2](#)) of faculty members which shall include:

- a. Students' course evaluation feedback,
- b. Students' evaluation of advising,
- c. Any other material provided by the faculty member, the Head of Department or the Dean, which could help in evaluation.

The HOD shall submit the report to the College Dean, who shall, in turn, submit the performance evaluation results and the final recommendations of the Review Committee to the Vice-Chancellor for Academic Affairs for approval.

3. Application and Review Procedure for promotion

Ajman University (AU) encourages its faculty to be committed to production and dissemination of innovative and impactful knowledge. The ultimate purpose is to support the institution's mission, achieve its goals, and enhance performance and productivity through adoption and utilization of best practices in teaching, research, and service to the University and the community at large, following the principles of objectivity, transparency and fairness.



AU puts significant emphasis on professional development of its faculty. It also rewards those who demonstrate exemplary performance and contribute with outstanding achievements. It recognizes the right of deserving faculty members to be promoted to higher rank in accordance with its promotion policy and encourages them to seek promotion as soon as they have met the conditions to apply for promotion to a higher rank. Comprehensive details explaining these conditions, the promotion criteria, and the related procedures have been elaborated in the Faculty Promotion Policy comprised in the Policies and Procedures Manual. This policy applies to PhD faculty members holding the ranks of Assistant and Associate Professors.

4. Faculty Job Description

The following statements are intended to describe the general nature and level of work being performed. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of personnel so qualified.

Essential Duties and Responsibilities

- Develop and deliver courses to students in specified discipline areas of study, considering and aiming to achieve the three (3) fundamental standards of the University: Teaching, Research, and Service.
- Evaluate and monitor individual student's progress and provide feedback and guidance.
- Research, organize and manage instructional resources.
- Provide consultative expertise as a subject matter expert to the local industry through pre-approved partnership projects by the University.
- Ensure a respectful and culturally sensitive learning environment in all activities.
- Establish and maintain effective work relationships.
- Motivate and inspire confidence in others (students and colleagues) to overcome limitations to personal growth and success.
- Ensure required training equipment and supplies are set up in advance and materials are available.
- Actively seek out methods, procedures and resources to best achieve course and program objectives.
- Support and participate in accreditation process.
- Maintain relationships with students that are conducive to learning.
- Perform miscellaneous job related duties as assigned by the Head of Department and university management.

Supervision

- Report to: Head of Department (if applicable) or to the Dean of College (if there is no Head of Department).
- Subordinates: Supervise the work of students and Teaching Assistants.

Qualifications and Experience

PhD/ Master's Degree directly related to the field of instruction specified.

Knowledge and Skills

- Ability to communicate effectively, both orally and in writing.
- Knowledge of admission standards and regulations.
- Knowledge of the “Credit Hour” academic system
- Ability to foster a cooperative work environment.
- Ability to develop and deliver presentations.
- Ability to perform complex tasks and to prioritize multiple projects.
- Ability to work effectively with diverse multi-cultural community.
- Ability to create, compose and edit written materials.

5. Policy for Promoting Quality Research Publications

Introduction

Ajman University encourages and requires its faculty members to conduct high quality and impactful research in their areas of specialization. The University has taken a number of steps to support its faculty towards achieving this goal. As an additional incentive, the University has adopted a policy to provide financial reward for quality research and its dissemination in reputed journals. In the initial phase, the financial incentive has been specified for research papers published in Scopus-indexed journals. This policy will become effective starting from academic year 2017-18. The financial reward for faculty members shall be determined in the beginning of the academic year 2018-19 for papers published (or accepted for publication) in Scopus-indexed journals during the period of September 01, 2017 to August 31, 2018 and so on.

Policy for Papers Published in Scopus-Indexed Journals

For papers published in Scopus-indexed journals, the payment per paper and per author (considering AU faculty members only) shall be as follows:

Table 1. Financial incentive for papers published in Scopus-indexed journals

SN	Number of AU Authors (AU faculty members)	Payment per AU Author (AED)	Payment per Paper (AED)
1	1	6000	6000
2	2	5000	10000
3	3	4000	12000
4	4 or more (N)	14000/N	14000



In case there are more than four authors and only one of them is from AU, then the AU faculty member shall be paid as a single author provided that his/her name is among the first four authors unless the authors' names are written in alphabetical order. Otherwise, the payment shall be made as per above-mentioned calculation for four or more authors.

Policy for Book Chapters and Books

For each book chapter contributed in a publication by a reputed publisher, as determined by the College Research Committee (CRC) and approved by the College Dean and the University, the AU author(s) shall receive a net amount of AED 4,000. The HOD shall verify that the contents of the book chapter are related to the specialization area of the author(s).

For each book published by a reputed publisher, as determined by the College Research Committee (CRC) and approved by the College Dean and the University, the AU author(s) shall receive a net amount of AED 10,000. The HOD shall verify that the book is written in the specialized field of the author(s).

X.Faculty Compensation and Benefits

The faculty member is entitled to the remuneration package mentioned in his/her contract along with specified annual increments. The package includes Basic Salary, Cost of Living Allowance, Furniture Allowance, Housing Allowance, Education Allowance, Research Allowance and Annual Tickets for travel by air. The University also provides health insurance for all faculty members. In addition, the faculty member is entitled to an End of Service Gratuity (one-month basic salary for every year of service at the University). The faculty members are entitled to the following benefits in accordance with the University's policies and bylaws. The benefits may be revised from time to time at the sole discretion of the University unless otherwise stipulated in the employment contract:

1. Allowances

Housing Allowance:

The faculty member shall be entitled to a monthly housing allowance, which shall be paid with the monthly salary. The housing allowance is based on the academic rank of the faculty member and is specified in the employment contract.

Furniture Allowance:

The faculty member shall be entitled to a one-off lump sum amount payable with the first salary upon joining Ajman University. This amount is specified in the employment contract and shall cover four (4) continuous years of service at the University.

Medical Allowance:

Ajman University allocates proper resources to provide the faculty member, spouse, and three (3) dependent children with medical insurance coverage according to the university's group medical insurance policy. Dependents are defined sons up to 18 years old, and daughters up to 22 years old. The University will cover the full premium required to extend this benefit to the faculty, spouse and the eligible dependents.

Upon expiry of the contract, the faculty member has to return all the relevant insurance cards to the HR Department. In case the insurance cards are not returned in time, any fees or medical costs undergone by the faculty member, spouse or their dependents; from the period after the end of the contract to the date the insurance cards are handed over, shall be deducted from the final settlements of the faculty member.

Education Allowance:

The faculty member is entitled to an annual education allowance in accordance with the University's education allowance policy. The education allowance, specified in the employment contract, is based on the academic rank of the faculty member (Ph.D. or M.Sc.). The education allowance covers resident children in the UAE who are enrolled in schools from grades kindergarten 1 (or equivalent) through grade twelve (12) of primary-secondary education.



Air-Ticket Allowance:

- a) Relocation air tickets are provided to the faculty and eligible dependents upon joining the University from their point of travel to the UAE if they are overseas hires. UAE hires are not entitled to relocation air tickets.
- b) The faculty member spouse, and three (3) dependents shall be entitled to one annual round-trip economy class air ticket each to the faculty member's home country on the completion of each year of service. Cash payment will be made in lieu of annual air tickets on the anniversary hiring date of the faculty member. The faculty member is not entitled to claim a pro rata amount of the annual air tickets if the period of service is less than one completed year.
- c) Ajman University shall provide the faculty and eligible dependents with Repatriation Air Tickets to the faculty's home country should the faculty members's contract ends for any reason. In the event the faculty member decide to join another organization in the UAE, Ajman University will not provide the faculty with any repatriation air tickets.

End-of-Service Gratuity:

The faculty member is entitled to an end-of-service gratuity calculated according to the UAE labor law unless stipulated otherwise in the employment contract. UAE Nationals and GCC nationals are not entitled to End of Service Gratuity as the University pays the monthly contribution towards their pension benefit according to the regulations of the UAE General Pension and Social Security Authority.

2. Summer Employment

Faculty members are not required to teach in summer semester. Teaching in summer is completely optional and faculty members who opt to teach in summer are adequately compensated in accordance with their credit hour load. This compensation is in addition to their salaries paid for summer months. Determination of the need for a faculty member's service for summer semester is made by the concerned Head of the Department. If a faculty member is unavailable for teaching in summer semester, the Head of the Department may employ part-time faculty with same qualifications as the full-time faculty member.

XI. Faculty Grievance and Appeal

1. Introduction

Ajman University aims at providing a workplace with an ambience of mutual respect so that faculty members, administrative staff and students can all work amicably and discharge their duties effectively without any harassment or problems. However, as is natural, disputes may arise from time to time between a faculty member and an administrator or other individual. In such a case, if the dispute is not resolved informally between the concerned parties, the faculty member may report it to the Dean for his/her intervention. If the Dean's intervention also fails to resolve the dispute to the satisfaction of the concerned faculty member, he/she may proceed to file a formal complaint to the Chairperson of the Faculty Grievance Committee (FGC) at the university level. In this case, the complaint shall be referred to as "Grievance" and the concerned faculty member filing the complaint shall be referred to as "Grievant". It is important to note that a grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, academic freedom, or other provisions as stated in the Faculty Handbook or other published documents.

2. Faculty Grievance Committee

The Faculty Grievance Committee (FGC) shall determine if the grievant has been substantially harmed as a result of the filed grievance, and if so, what relief should be given to the grievant. The Vice Chancellor for Academic Affairs appoints members of the FGC and its Chairperson. The findings and recommendations of the FGC will be forwarded to the Vice Chancellor for Academic Affairs for necessary action, if any. In making its recommendations, the FGC shall make a determination of whether a violation of regulation, policy, or procedure has occurred. If it is determined that there was a violation, the FGC shall consider factors such as whether the violation was intentional or unintentional and if it was due to some negligence or misunderstanding of rules and regulations.

The duties of the Chairperson of FGC shall include the following:

- Provide relevant information to the grievant for filing a grievance.
- Receive the written grievance.
- Arrange for FGC meetings and schedule the hearings.
- Preside over the meetings and ensure the hearings are conducted in accordance with the specified procedure.
- Ensure that all records are maintained.
- Submit the findings of FGC and its recommendations to the President of the University.
- Inform the concerned parties about the final decision taken by the President.
- The members of the FGC are responsible for:
- Reviewing the grievance and ensuring that it is complete with all required information and documents.



- Deciding if the grievance does in fact need processing by FGC.
- Hearing the evidence presented by the grievant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination.
- Reaching a decision on the basis of evidence presented, discussions, and cross-examinations and making recommendations.
- Making sure that confidentiality is strictly maintained.

In case the chairperson or any other member of the FGC is him/herself the grievant or defendant, he/she must quit the Committee. The Vice Chancellor for Academic Affairs will appoint a replacement for that member. The same will apply to a member who is on leave or absent during the hearing process.

3. Faculty Grievance Procedure

The grievance must be filed within one month after the grievant becomes aware of a substantial violation of his/her rights as stipulated in published documents, including the Faculty Handbook. The Grievance Form is provided in Appendix 3. In filing the grievance, the grievant must provide the following information:

- A detailed account of the incident, situation or circumstances that caused the grievance.
- The grievant must specify the party against whom the grievance is filed, and specifically explain how that party has violated his/her rights or affected his/her ability to work in a professional or academic capacity, and accordingly what harm or damage occurred.
- Explain what informal actions were taken to resolve the dispute. It is required that the grievant mentions the date when he/she informed the Dean about it, and why he/she is not satisfied with the solution, if any, achieved by the Dean. If the Dean was not involved before filing the grievance, the grievant must provide reasons for not doing so.
- Specify what relief is being sought through the grievance procedure.
- Provide the name, phone number and e-mail address of each person that he/she would like to call as a witness during the hearing process.

Upon receipt of the grievance, the Chairperson of the FGC will conduct an informal inquiry and meet with the grievant to resolve the matter. If the grievance cannot be resolved within two weeks of its receipt, the Chairperson will forward it to the committee members for review, and they will decide if the grievance requires a formal hearing. If it does, the process for a formal hearing shall be initiated; otherwise, the Vice Chancellor for Academic Affairs and the concerned parties shall be informed in writing that the grievance does not deserve a hearing by the FGC as it does not fall within its jurisdiction.

As a first step in the hearing process, the FGC shall notify the Vice Chancellor for Academic Affairs about initiation of the process. It will also inform the concerned parties and provide them with relevant information and documents in order to prepare for the hearing. In this regard, the Chairperson of the FGC shall be responsible for all communication. The concerned parties shall be given reasonable time for preparation and allowed to present their views personally, provide evidence, call witnesses and cross-examine the witnesses of the other party. Each party shall be informed about the identity of the witnesses at least three working days

prior to the date of the hearing. It must, however, be noted that the witnesses will only come to the hearing on a voluntary basis and cannot be forced by either party to attend the hearing. A record of the hearing shall be prepared.

The FGC will try its best to obtain reliable and sufficient information to reach a decision. At the completion of the hearing, the FGC members will deliberate and reach a decision by majority vote. Within one week of the decision made by the FGC, the Chairperson shall present a report to the Vice Chancellor for Academic Affairs describing its findings and giving its recommendations. The report shall also include the account of the evidence presented by all parties. It must be noted that the recommendations of the FGC are of an advisory nature only and the Vice Chancellor for Academic Affairs makes the final decision. In addition, the report of the FGC may not be used as evidence by either party in a related legal action. After the Vice Chancellor for Academic Affairs has made a decision, the Chairperson of FGC shall inform the concerned parties about the final decision.

4. Appeals

A faculty member can file a written appeal to the Vice Chancellor for Academic Affairs requesting a review of a decision made by an official of the University. The decision must have directly affected the academic or professional activities of the appellant as an individual. The purpose of the appeal process is to determine whether appropriate procedures were followed in making certain kinds of academic or administrative decisions, rather than to re-evaluate the merits of the decisions themselves. The appellant should file his or her appeal within 30 days of being notified of the decision. In addition, the concerned faculty member or professional staff is encouraged to resolve the dispute informally before beginning the appeal process.

After making a preliminary review of the matter, which may include consultations with whomever the Vice Chancellor for Academic Affairs deems appropriate, the Vice Chancellor for Academic Affairs may undertake one of the following decisions:

- Grant the appeal;
- Remand the matter to a lower administrative level,
- Refer the matter directly to the concerned Faculty,
- Reject the appeal if it is found to be without merit.

The Vice Chancellor for Academic Affairs may also appoint a committee to investigate the matter and report the findings back to him. In such a case, the committee will thoroughly investigate the matter and hold such consultations, as it deems necessary to arrive at responsible recommendations consistent with the policies of the University. At the completion of the investigation, the committee will prepare a detailed report and submit it to the Vice Chancellor for Academic Affairs. After receiving this report, the Vice Chancellor for Academic Affairs will make the final decision on the appeal that he deems appropriate. The appellant will be informed about the final decision made by the Vice Chancellor for Academic Affairs.

Appendix 1

Faculty Assessment Report Template



جامعة عجمان
AJMAN UNIVERSITY

Personal Information

Name
Academic
rank
Department
College
Joining date
Title

Important notes

- As per AU policy, the assessment of faculty performance is based on Teaching, Research and Service.
- The main purpose of the Faculty Assessment Report is to provide the basis for a yearly performance appraisal.
- It is mandatory for all faculty to complete this Assessment Report.
- The faculty member must ensure that all available evidence of his performance is submitted with this
- Report (updated CV, Course description for all courses taught, samples of teaching material, publications, service to AU and Community, and other appropriate documentation).
- The Faculty member is advised to read AU policy on faculty members' performance review.



I. Teaching

The Faculty member must describe his/her achievements and contributions in the following aspects of teaching activity at both graduate and undergraduate levels.

I.1 Courses taught

Spring Semester 20--/20--

Semester	Course ID	Course Title	No. of Students

Fall Semester 20--/20--

Semester	Course ID	Course Title	No. of Students

I.2 Course design and delivery, teaching techniques and methodologies and materials

I.3 Program/course development

I.4 Use of technology to enhance teaching

I.5 Classroom interaction and management a student's participation

I.6 Alignment of teaching and assessment methodologies (Examinations and grading) with program and course leaning outcomes

I.7 Supervision of undergraduate students' graduation projects and/or graduate theses and dissertations (Master and PhD)

I.8 Other teaching accomplishments and contributions

I.9 Conditions that facilitated or prevented successful achievement of teaching plans and goals

I.10 Teaching plans and goals for next academic year:



II. Research

The Faculty member should describe his/her achievements and contributions in the following aspects of research activity.

II.1 Articles/Papers (published, accepted or submitted) in refereed journals and/or creative work

II.2 Articles/Papers (published, accepted or submitted) in refereed conference proceedings

II.3 Books/Chapters of book (published, accepted or in preparation):

II.4 Articles/Papers reviewed for journals or conferences:

II.5 Supervision and Examining of postgraduate theses and dissertations (Master or Doctoral)

II.6 Research projects, and internal and external research grants

II.7 Other research accomplishments and contributions

II.8 Conditions that facilitated or prevented successful achievement of research plans and goals

II.9 II.10 Research plans and goals for next year



III. Service

The faculty member should describe his/her service contributions, which include service to the University, service to the profession and service to the community.

III.1 Administrative positions held and membership of department, college and university committees

III.2 contributions to staff and faculty development trainings and workshops

III.3 External connections and partnership, fund raising campaigns, etc..

III.4 Students' advising and career counselling

III.5 Involvement in student co-curricular activities

III.6 Contributions to AU visibility through local and international media channels

III.7 Professional activities undertaken as a practitioner or consultant

III.8 Volunteer work for local community serving on community and professional boards and NGOs.

III.9 Other services that provide recognition to the university

III.10 Conditions that facilitated or prevented successful achievement of service plans and goals

III.11 Service plans and goals for next year:



Faculty member comments

Signature of Faculty Member:

Date:

(Your signature does not necessarily indicate that you are in agreement with the evaluation.

Your signature only indicates that you have had the opportunity to review the evaluation and that you have discussed the content with your supervisor. You reserve the right to submit a written rebuttal of this evaluation to the dean within ten working days of this date).

Head of Department Comments:

Signature of Head of Department Date:

Dean/Chair of Review Committee Comments:

Signature of the Dean/Chair of Review Committee:

Date:

Signature of Vice-Chancellor for Academic Affairs:

Date:

Comments of Vice-Chancellor for Academic Affairs (in case he does not agree with the assessment of the Dean):

Appendix 2

Faculty Member Review Evaluation Template



جامعة عجمان
AJMAN UNIVERSITY



FACULTY ANNUAL EVALUATION CRITERIA

Purpose of Faculty Performance Review

In line with Ajman University's commitment to faculty development and mentoring, and in order to achieve its expectations and processes for faculty mentoring and evaluation, the University continuously provides constructive feedback to its faculty through various channels. More precisely, the purpose of faculty performance review is to:

- Provide all full time faculty with timely information regarding the extent to which they are meeting the college and university expectations of academic performance.
- Identify aspects of a faculty member's performance that may need further development.
- Provide a framework to guide performance-related discussions between the faculty member, the Head of Department and the Dean.
- Help faculty members to plan appropriate and relevant faculty development programs.
- Help in planning performance-related reward and recognition programs for deserving faculty members.
- Help determine faculty member eligibility for contract renewal.

Process Outline

- The faculty fills the form expressing a set of objectives for the academic year
- Faculty and HoD discuss the objectives, agree on the outcomes of three components - teaching, research and services - and decide on the appropriate weight for each component
- By the end of the academic year the HoD will have compiled, alongside faculty's self-assessment report, all data related to the three components
- The HoD grades the three components and discusses results with the faculty who then approves and signs it, or appeals it before the dean

FACULTY MEMBER'S OBJECTIVES *(To be set at the beginning of the Review period)*

No.	Smart Objectives
1	Teaching Objectives:
2	Research Objectives:
3	Services Objectives:

Guidelines

The evaluation criteria given below is for faculty members holding terminal degrees. The evaluation is based on performance in three categories; teaching, research, and services. Teaching weight should be between 40% and 60% while Research weight should be at least 30% of the final evaluation rating in line with AU policy. This percentage may vary in order to accommodate specific University, College, and Departmental needs. In such cases, an amended weighting will be determined during the goal-setting meeting at the beginning of the academic year between the faculty member and the HoD. A typical distribution of the weights is 50%, 30% and 20%, for Teaching, Research, and Services, respectively.

A Faculty Member who joins the University after the start of the academic year should meet with their HoD at the beginning of the joining semester to reach an understanding about the percentage that will apply.

For Classroom/Lab courses, the availability and quality of the course file, course assessment report, student evaluations and peer review of teaching shall be the basis of evaluation for Teaching. Any other evidence used must be made known to the faculty member.

The performance of faculty members in each of the three components will be rated as **Excellent (5 points)**, **Very Good (4 points)**, **Good (3 points)**, **Satisfactory (2 points)** and **Unsatisfactory (0 points)** based on the *Evaluation Criteria* defined in the tables below.

The overall score (out of 5) of the faculty performance is calculated as the weighted average of the ratings of the three components, as follows:

$$\text{Overall_score} = \text{Teaching_rating} * \text{Teaching_weight} + \text{Research_rating} * \text{Research_weight} + \text{Services_rating} * \text{Services_weight}$$

If any of the components is rated Unsatisfactory then the above formula does not apply and **Overall_score** is set to 0.

As an illustration, if the weights and ratings of a faculty member are as follows:

Component	Teaching	Research	Services
Weight	50%	30%	20%
Rating	Very Good (4)	Very Good (4)	Excellent (5)

$$\text{Overall_score} = 4*0.5 + 4*0.3 + 5*0.2 = 4.2 \text{ (Very Good)}$$

The overall rating is determined as follows:

Unsatisfactory: if any of the three components is rated Unsatisfactory

Satisfactory: if $2.0 \leq \text{Overall_score} < 3.0$

Good: if $3.0 \leq \text{Overall_score} < 4.0$

Very Good: if $4.0 \leq \text{Overall_score} < 4.5$ **AND** Research rating is at least Good*

Excellent: if $\text{overall_score} \geq 4.5$ **AND** Research rating is at least Very Good**

* If the Research rating condition is not satisfied then the overall rating is Good.

** If the Research rating condition is not satisfied then the overall rating is Very Good.



EVALUATION CRITERIA

TEACHING

Evaluation Weighting: Teaching will count as % (*HoD to complete*) of the overall performance rating. (*This is the percentage previously discussed with the Faculty Member.*)

Rating	Criteria
1: Unsatisfactory	<p>A faculty member who fails to meet the criteria for satisfactory teaching. Indicators for this rating include the following:</p> <ul style="list-style-type: none"> a. Faculty member does not provide feedback for examinations and other coursework in a timely manner b. Faculty member is not regularly available to students at posted office hours. c. Faculty member does not provide course assessment report(s) and course file(s) in a timely manner d. Faculty member obtains student evaluations consistently below department/college averages
2: Satisfactory	<p>A faculty member who meets minimum teaching expectations. A faculty member who earns a satisfactory rating in teaching (slightly below the college average) is expected to achieve all of the following:</p> <ul style="list-style-type: none"> a. Meet the class at scheduled times unless there are extenuating circumstances b. Available in his/her office during posted office hours unless there is an unavoidable conflict c. Prepare examination questions and other coursework that appropriately cover CLOs d. Provide timely feedback for examinations and other coursework e. Effectively coordinate with other colleagues involved in team teaching a course or multiple sections of a course f. Effectively manage clinical teaching duties and control clinical activities g. Prepare and submit course assessment report(s) and course file(s) of the course(s) taught in a timely manner

3: Good	<p>A faculty member who performs above satisfactory levels. The faculty member consistently strives to foster a positive learning environment. The faculty member obtains student evaluations that are equal or better than the college average</p> <p>The faculty member meets the criteria for satisfactory teaching, and additionally meets any three of the following:</p> <ul style="list-style-type: none"> a. Effectively supervise student dissertations/theses (where applicable) b. Readily available to students at times other than university mandated office hours for discussion and counseling. c. Show evidence of continuous improvement of the content and delivery of all courses taught d. Adjudged in his/her peer review of teaching to be an excellent teacher e. Effectively coordinate with adjunct faculty, at HoD request, to ensure that the latter meets teaching requirements. f. Verifiably try new pedagogical methods and technologies g. Actively participate in at least one faculty development initiative focused on teaching and learning h. Develop and/or successfully deliver a new program or course in support of the department or college mission i. Share teaching best practices from conferences or workshops with faculty colleagues j. Actively participate in interdisciplinary/interdepartmental curriculum integration k. Mentor new and/or junior faculty l. Actively participate in program, college or university accreditation efforts
4: Very Good	<p>A faculty member who is verifiably recognized by students and his/her line manager as a very good teacher.</p> <ul style="list-style-type: none"> a. The faculty member consistently obtains student evaluations above the college averages. b. The faculty member meets the criteria for satisfactory teaching, and additionally meets any five of the “good” criteria.
5: Excellent	<p>A faculty member who is clearly excellent in the classroom compared with his/her colleagues. The faculty member consistently obtains student evaluations that are significantly higher than college and department averages in all the courses he/she teaches.</p> <p>The faculty member meets the criteria for satisfactory teaching, and additionally meets at least seven of the “Good” criteria.</p>



HoD Rating & Comments on Teaching:

☐ *Excellent* ☐ *Very Good* ☐ *Good* ☐ *Satisfactory* ☐ *Unsatisfactory*

Comments:

RESEARCH

Evaluation Weighting: Research will count as % (*HoD to complete*) of the overall performance rating. (*This is the percentage previously discussed with the Faculty Member.*)

Rating	Criteria
1: Unsatisfactory	<ul style="list-style-type: none"> No significant scholarly production during this year and last academic year; i.e. not meeting the “Satisfactory” rating requirements below.
2: Satisfactory	<ul style="list-style-type: none"> One accepted/published paper or case study in a C journal, as classified in AU Guidelines for Research Publications, during this and the last academic year <p>OR</p> <ul style="list-style-type: none"> Publication of a full paper in Scopus indexed conference proceedings during the academic year. <p>OR</p> <ul style="list-style-type: none"> One refereed creative work or exhibit during the academic year <p>OR</p> <p>TWO of the Following during the academic year:</p> <ul style="list-style-type: none"> <u>Presentation of a paper in an approved conference</u> (based on an Abstract). Significant development of a research project as attested by the College Research Committee Approval of internal research grant. Publication of a book or a book chapter with a reputed publisher. Approval of internal research travel grant.
3: Good	<ul style="list-style-type: none"> One accepted/published paper or case study in a B journal, as classified in AU Guidelines for Research Publications, during the academic year <p>OR</p> <ul style="list-style-type: none"> One refereed creative work or exhibit during the academic year <p>AND</p> <p>One of the Following during the academic year:</p> <ul style="list-style-type: none"> Publication of a <u>full paper in Scopus indexed conference</u> proceeding. Publication of editorials or research comments in professional or academic publication. Publication of a book or a book chapter with a reputed publisher, as per criteria outlined in AU Guidelines for Research Publications. Approval of internal research grant. Approval of internal research travel grant.

<p>4: Very Good</p>	<ul style="list-style-type: none"> • One accepted/published paper or case study in an A journal, as classified in AU Guidelines for Research Publications, during the academic year <p>OR</p> <ul style="list-style-type: none"> • Major refereed creative work or exhibit of national importance during the academic year. <p>AND</p> <p>One of the Following during the academic year:</p> <ul style="list-style-type: none"> • Publication of a <u>full paper in Scopus indexed conference</u> proceeding. • Co-investigator or PI on an external research grant. • Publication of a book or a book chapter with a reputed publisher, as per criteria outlined in AU Guidelines for Research Publications. • Approval of internal research grant • Approval of an internal research travel grant
<p>5: Excellent</p>	<ul style="list-style-type: none"> • Two accepted/published papers or case studies in A journal, as classified in AU Guidelines for Research Publications, during the academic year <p>OR</p> <ul style="list-style-type: none"> • One accepted/published paper or case study in an A* journal, as classified in AU Guidelines for Research Publications, during the academic year <p>OR</p> <ul style="list-style-type: none"> • One major refereed creative work or exhibit of international importance during the academic year <p>AND</p> <p>One of the Following during the academic year:</p> <ul style="list-style-type: none"> • Publication of a full paper in Scopus indexed conference proceeding. • Co-investigator or PI on an external research grant. • Publication of a book or a book chapter with a reputed publisher, as per criteria outlined in AU Guidelines for Research Publications. • Approval of internal research grant. • Approval of internal research travel grant.

*Note:

1. “Scholarly books” exclude text books used for teaching purposes or practitioners books. The focus is on books that contribute to research. Practitioner books and text books should be included under “Service”.
2. Creative works or exhibits are specific to Interior Design and Architectural Engineering faculty only.
3. Creative works or exhibits of international importance: Where it is clear that the particular creative works has impact on international level, or where fellow practitioners independently accredit the creative works as of high quality through formal documented process or significant award or honor.
4. “Significant development of a research project” should be attested (with a justified evidence) as such by the Head of the College Research Committee.

5. Any accepted/published paper or case study in an approved and indexed peer reviewed journal with a minimum Scopus ranking of Q4, or at least C ranking on ABDC may be counted as a full paper in Scopus indexed conference proceeding.
6. Accepted/published papers or case studies in Arabic journals that are not Scopus-indexed will only be accepted if they are listed in the Arabic journal classification list approved by the University.

HoD Rating & Comments on Research:

☐ *Excellent* ☐ *Very Good* ☐ *Good* ☐ *Satisfactory* ☐ *Unsatisfactory*

Comments:

SERVICES

Evaluation Weighting: Services will count as % (HoD to complete) of the overall performance rating. (This is the percentage previously discussed with the Faculty Member.)

Service: Faculty evaluation or appraisal in the service domain will be rated as needs improvement, satisfactory, good, very good or excellent. This rating will be objectively evaluated at the end of the academic year. The evaluation process will be based on a written report submitted by the faculty to the head of department supported by documented evidence of his/her performance and tasks accomplished.

Evaluation	Criteria
1: Unsatisfactory	<ul style="list-style-type: none"> Not involved in any service activities to college or university. There is no evidence of professional activity at this level. The faculty member does not meet many of the satisfactory level requirements for Service.
2: Satisfactory	<p>A faculty member that fails to meet minimum expectations for service within the department and college can have their service evaluation reduced even if some higher-level service activities are present, unless otherwise information is provided to the Dean directly from the Chancellor or VCAA based on service assignments</p> <p>The minimum expectations for service include the following activities:</p> <ol style="list-style-type: none"> Serving on college committees with a positive evaluation from the committee director or other approved alternative demonstrating regular attendance to meetings and contributing to the work and activities of the committees. Effective service on departmental /unit committees as rated by the chair of that committee Regular attendance at department and college meetings Being a member in a professional organization Providing assigned advisees with academic advising that is judged as effective by unit director (e.g. meeting with interested students and providing knowledgeable curricular advice)
3: Good	<ul style="list-style-type: none"> In addition to meeting the minimum expectations for service, a significant level or number of professional or service activities can be used as evidence of satisfactory performance such as the following: <p>Professional Activity</p> <ol style="list-style-type: none"> Attendance at one professional meeting based on a specific invitation or nomination Participation in a professional development activity related to the Faculty Development Plan from the previous year. Professional activities are those activities, which contribute to the teaching and/or research capabilities of the faculty member. It must be a documented activity, which is approved by the unit chair. <p>Community service</p> <ol style="list-style-type: none"> Community service judged as significant by departmental chair/directors Effectively serving on one or more active University committees and/or College judged as being significant by unit chairs.

	<ul style="list-style-type: none"> c. Providing student advising judged as effective (meeting with a significant number of advisees and providing knowledgeable curricular advise) by unit director. d. Student placement or recruitment activity judged as significant by unit director. e. Serving as a session chair or serving in a voluntary capacity at a significant national or regional conference f. Effectively teaching an assigned overload course or regional campus g. One outside committee OR one admin job
4: Very Good	<ul style="list-style-type: none"> • In addition to meeting the minimum expectations of service, a significant level or number of activities such as those listed below can be used as evidence of above average performance. • A faculty member earning a very good in service will meet the minimum expectations for service and typically be engaged in some good level service activities: <p><u>Professional Activity</u></p> <ul style="list-style-type: none"> a. Participating in a faculty internship, or involvement in a project judged as significant by unit director b. Organizing a conference, workshop, session, or panel judged as significant by unit chairs/directors. c. Book and manuscript reviewing judged as significant by unit director d. Attendance at multiple professional conferences e. Holding an office or serving as a member on an active committee or board of a professional organization (i.e., the group met at least once during the year or that the position required some work) f. Effectively serving on the editorial board of a journal <p><u>Service Activity</u></p> <ul style="list-style-type: none"> a. Effectively chairing an active departmental committee or task force that is judged as significant by unit director b. Effectively leading a special departmental project judged as significant by the unit director c. Effectively serving as advisor to an active club or student organization as determined by the members of that club or student organization d. Alumni relations/fund-raising activity judged as significant by unit director e. Career advising efforts judged as significant by unit director f. Serving in a leadership role for student advising g. Participation on a department or university committee that required a significant amount of time and effort. h. Engaging in an above average number of unreported service activities (e.g. extra classes without compensation, etc. i. One university's Committee OR one outside committee and another admin job

<p>5: Excellent</p>	<p>A significant level & number of professional or service activities listed below can be used as evidence of excellent performance.</p> <ul style="list-style-type: none"> • A faculty member earning excellent in service will meet the minimum expectations for service and typically be engaged in some good and very good level service activities. • A faculty member earning excellent in service must also be engaged in some internal service activities for the department or college. <p>Professional Activity</p> <ol style="list-style-type: none"> Effectively serve as the editor or assistant editor of a peer-reviewed journal Organizing and successfully presenting a program Effectively serving as member in or chairing a significant university or national committee Effectively serving as a chair at a national or regional conference Organizing and successfully presenting a conference, workshop, session, or panel judged as outstanding by unit director. <p>Service</p> <ol style="list-style-type: none"> Effectively heading a college unit and submitting an annual report summarizing the activities and accomplishments of the unit. Effectively serving as advisor to a student organization where a significant time commitment is required: i.e., working with a student group on a major project as determined by the members of the student group Serving effectively as a program director without release time Effectively chairing an active university committee or task force Engaging in a significant number of unreported service activities (e.g. extra classes without compensation, etc.) Serving as a trained teaching mentor for a college faculty member. This level of mentoring would typically be characterized by a close working relationship between the mentor and mentee and require significant time and effort while engaged in a formal and rigorous teaching development process. Serving effectively in two or more university committees OR one committee and another admin job (must be specified) OR Community service (internal or external).
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HoD Rating & Comments on Services:

☐Excellent ☐Very Good ☐Good ☐Satisfactory ☐Unsatisfactory

Comments:

Scores and Ratings by HOD:

Component	Teaching	Research	Services
Weight	xx %	yy %	zz %
Rating			
Overall	Score (out of 5)		Rating

Signature of HOD: _____ Date: _____

Comments of Dean:

Please add space as needed.



Final Scores and Ratings approved by the Dean:

Component	Teaching	Research	Services
Weight	xx %	yy %	zz %
Rating			
Overall	Score (out of 5)		Rating

Signature of Dean: _____ Date: _____

Signature of Faculty: _____ Date: _____

Appendix 3

Faculty Members Grievance Form



جامعة عجمان
AJMAN UNIVERSITY



Name: _____	Date: _____
Department: _____	
College: _____	

Please provide the information requested below. Limit your response to no more than five typewritten pages and attach it to this form.

1. Provide a detailed account of the incident, situation, or circumstance from which the grievance resulted. Be specific as to which policy or policies were apparently violated or might be lacking, which persons were involved, what harm or damages occurred, and what steps have been taken in an effort to resolve the complaint.
2. Explain what relief is being sought through the grievance process.
3. Provide the name, phone number, and e-mail address of each person you might wish to call as a witness at a grievance hearing.
4. Please state if you have any objection regarding the presence of either one voting member of the Faculty Grievance Committee or the Chairperson to be present at the hearing. If you wish to make such a request, please indicate the just cause. Attach supporting documentation (if any) and submit the complete package to the Chair of the Faculty Grievance Committee.

Note: The College Dean must be consulted prior to the filing of grievance. Indicate the date you met with the Dean: