



جامعة عجمان
AJMAN UNIVERSITY

FACULTY MANUAL 2019-2020



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PREFACE

The Faculty Manual 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 Manual 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 Manual 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 24 accredited undergraduate programs and 12 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, dual gender, academic institution that offers a broad range of high quality and relevant undergraduate and graduate 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.

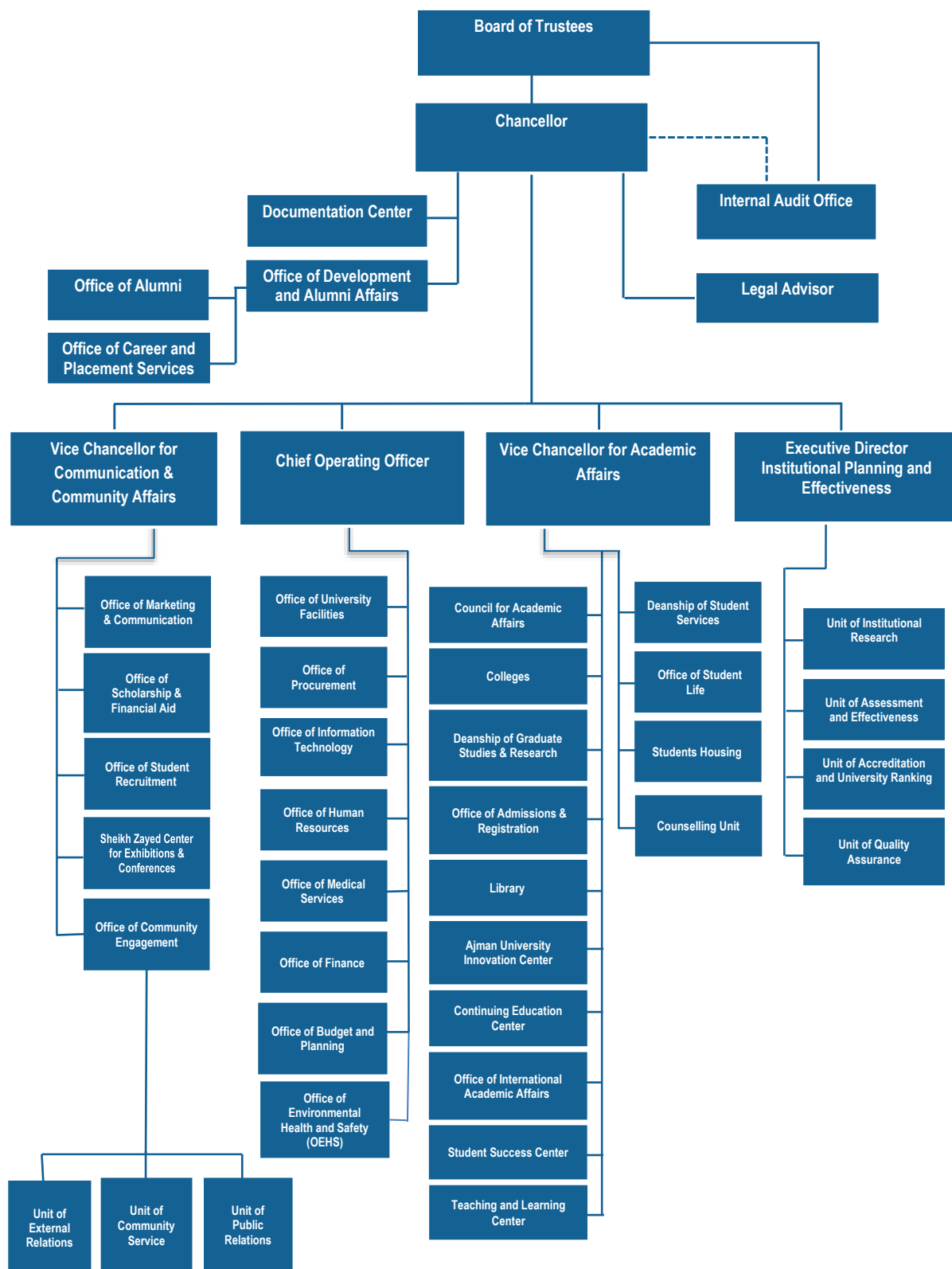
2. Vision Statement

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 Roles & 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.

1. Faculty Roles

- Participate in decision-making processes at the department, college and institutional level.
- Participate in the development of curricula.
- Review and update study plan and instructional methods.
- Participate in the recruitment of new faculty.
- Supervise all program-related workshops or laboratory work performed by students.
- Carry out duties in a professional, ethical, and collegial manner.
- Provide academic advising to students.

2. Faculty Responsibilities

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:

- 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..
- 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.

3. Academic Freedom

Ajman University asserts its commitment to academic freedom, as it recognizes its vital importance in the establishment of a fair and honest learning environment. This statement is intent on safeguarding, and not controlling the legitimate interest of AU community in exercising their right to teach and learn. Academic freedom applies to both teaching and research when exercised within the boundaries of conduct that does not violate the UAE anti-discrimination laws. The teaching aspect entitles faculty to freedom of discussion of course subject and students the freedom to learn, whereas the research aspect of academic freedom entitle faculty to freedom of advancement and dissemination of knowledge through their research work and the publication of results.

Since freedom entails responsibilities, faculty members are advised to accept the responsibilities associated with intellectual freedom and carry out their duties in accordance to the highest ethical, professional and legal standards. 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.

4. 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.

5. Non-Discrimination

Ajman University, in keeping with its values and in following the UAE Law No. 2 of 2015 against Discrimination, is committed to providing and promoting to all members of its community a safe educational environment that is free from discrimination and harassment. This policy applies to all members of AU community including administrators, faculty, students, and staff.

Discrimination, with the inclusion of harassment, is defined as treating or showing preference to a specific individual or a group of individuals based on nationality, sex, age, religious belief, race, color, or marital status; in matters of educational programs, recruitment, promotion, or access to institutional services.

- Ajman University, in accordance with UAE tradition and its core values, is committed to providing and fostering an environment that is free from discrimination and harassment, and which inspires tolerance and respect, as well as promotes diversity and transparency amongst its staff and students.
- Ajman University does not discriminate on the basis of nationality, sex, age, religious belief, race, color, or marital status. Hence, it is the policy of the University, with the commitment of its senior management, to prevent and not tolerate any unlawful or unfair discrimination in any matters related to admission, recruitment, or access to education programs or services. The policy warrants equal treatment and opportunity for staff and student (particularly students of Determination) in a multicultural environment such as the one in UAE where people from all over the world come to work, live and study.
- The University uphold a continuous commitment to take the necessary actions to advance its values of equality and diversity. It is the responsibility of senior management to champion this commitment and enforce it. University officials, deans and managers have therefore the responsibility to support the policy by ensuring impartiality and fairness in all their operations, and consequently promote a culture that is free from discrimination and harassment.
- A faculty member who has witnessed or has been the subject of any type of discrimination and wishes to see it pursued and resolved, should report the incident through the applied faculty grievance procedure. Complaints for alleged discrimination are taken seriously, and the University will take swift action to correct (when proven correct) its discriminatory consequences and avoid future recurrences.

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. Disciplinary Policy

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.

Misconduct

The University expects its faculty members to abide by all rules and regulations and conduct in the best possible manner. The University shall take appropriate disciplinary action if a faculty member or professional staff is found to be involved in a case of misconduct. 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:

- a. 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.
- b. Unauthorized distribution of literature in the work area or posting on institution property.
- c. Committing any act that might compromise an article of the contract or violate the regulations issued by the University from time to time regarding the safety and security of the computers and equipment inside the university.
- d. Racial or sexual harassment or any other form of harassment to any student, employee or visitor to the University.
- e. Absence without permission.
- f. 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.
- g. Refusal to accomplish tasks stipulated upon in the employment contract and/or the internal laws of the University.
- h. 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.
- i. Falsification of any reports, reports pertaining to absence from work, and communications or records including personnel and production records.
- j. Threatening, intimidating, coercing or interfering with any person on AU premises at any time.
- k. Gaining unauthorized access to institution records and files whether they are locked or otherwise.
- l. Theft of any property on institution premises.
- m. Submission of false certificates and documents.
- n. Professional negligence, which causes material or moral damage to the University.
- o. Intentional breaching of the internal published laws of the University.
- p. Divulging a professional secret.
- q. Any substance abuse
- r. Violation of the moral ethics of the UAE society.

Procedure

- A faculty member shall appear before a committee to be formed as per a decision from the Chancellor or his authorized representative. The committee composed of three or more members, shall investigate the facts referred to it by the Chancellor or his authorized representative.
- The committee shall conduct investigation sessions at the invitation of the Chancellor. These investigation sessions shall only be considered valid when attended by all members of the investigation committee. The recommendations of the Committee must have the concurrence of the majority. On equal terms, the Chancellor's recommendation shall be favored. However, a recommendation for contract termination shall only be issued with the agreement of all committee members.
- A penalty may only be imposed on the faculty member involved after a written investigation of not more than 30 working days – if possible – as per the University academic calendar. This investigation shall include his/her statements, and these shall be first investigated. A justification for the penalty recommendation must be furnished as well.
- The Committee shall request the presence of the faculty member for investigation, by sending him a summons at least 24 hours before the date of the enquiry session. The committee shall safeguard the confidentiality of the investigation and the dignity of the faculty member. The summoning shall be considered legal and acceptable if sent to the faculty member via the faculty provided email to the University, or via an SMS the faculty mobile phone number registered in the University system.
- The committee shall hold investigation sessions in the presence of the faculty member under investigation and/or his/her representative. Should they both fail to appear without an acceptable excuse and despite the invitation, the committee shall decide on his/her case in absentia as if s/he is present. The investigation shall be conducted in a confidential way. The Committee shall have the right to hear the witnesses or anyone it deems fit as and when needed, in the absence of the faculty member involved and his authorized representative.
- The faculty member referred to investigation may submit any documents, statements, or defense he/she deems fit, in Arabic and / or any foreign language. A note on these shall be recorded in the minutes of investigation.
- The faculty member referred to investigation shall have the right to sight the complaint lodged against him. The Committee shall inform him/her, at least verbally, of the contents of the statements of all those heard (without being obliged to refer to their names). He/she shall be given sufficient time to prepare his/her defense.

Post-Investigation Procedures

- On completion of investigation, the Committee shall recommend any of the following:
 1. Archive the complaint for failure to prove the violation in question.
 2. Enforce one of the disciplinary penalties included in this policy, if the violation is verified.
- The Committee's recommendations must be sufficiently justified and reflect its full awareness and understanding of all the facts raised in the investigation. The Committee shall make the recommendations in a judicious way. All Committee members shall sign out the minutes of their meetings and recommendations.
- The Committee shall refer its recommendations and full minutes of investigation to the Chancellor or his authorized representative in maximum seven working days effective from the date of completing the investigation. He shall then take the decision he deems fit.

- The Office of the Vice Chancellor for Academic Affairs shall notify the faculty member referred to investigation of the decision taken with immediate effect. The faculty member involved is entitled to get a copy of the decision if s/he wishes.

Disciplinary Actions & Penalties

- The disciplinary measures and penalties taken or to be taken by the University shall remain separate from any criminal or civil proceedings involving the same offense filed or to be filed against him/her. The procedures and penalties shall apply even if the faculty member quits or has had his/her contract terminated for any reason whatsoever.
- The Committee shall have the right to seek help from all the University departments, units and sections in support to investigation. The Committee is also entitled to request reports from the same entities. It shall have the right to access all the documents helpful for investigation, yet without prejudice to the confidentiality of the University.
- The Committee may recommend a temporary suspension of the service of the faculty member if charged with a deliberate crime against life, property, honor, honesty or is involved in a strike.
 - The suspension period shall commence on the date of the notification of the incident to the competent authorities until the issuance of a decision thereby. The faculty member shall not be entitled to his wage during this suspension period. Should a decision be issued for the non-prosecution or the acquittal of the worker, the latter shall be reinstated and paid full wage against the suspension period.
- In all cases, the Committee may recommend a temporary suspension of the faculty member service if needed, even if the breach he is involved in is not an offense. However, the faculty member shall collect his full wage during the suspension period even if later convicted at the end of investigation.
- The disciplinary penalties that may be imposed on the faculty member have been stated in Article (102) of the labor law and their imposition is subject to the rules and procedures set out in the Labor Law. The disciplinary penalties are as follows:
 - a. Warning.
 - b. Fine.
 - c. Suspension with reduced pay for a period not exceeding ten days.
 - d. Deprivation from or deferment of periodic bonus if the University contains a system for such bonuses.
 - e. Deprivation from administrative promotion unrelated to academic position.
 - f. Dismissal from work without prejudice to the end of service gratuity
 - g. Dismissal from work and deprivation from the total end of service gratuity or a part thereof. Such penalty shall not be inflicted for reasons other than the ones mentioned exclusively in Article 120 of the Labor Law.

Appealing Against Decision

- The faculty member may challenge the decision issued against him/her in a letter addressed to the University Chancellor or his authorized representative within maximum of seven working days, as per the University academic calendar, effective from the date of being notified orally or in writing. Otherwise, the decision shall be final and irreversible.
- The appeal shall not be accepted in form unless it is filed within the legal period and meets one or more of the following conditions:

- a. Failure to observe the investigation procedures provided for in the University Compliance Policy.
- b. Emergence of previously unknown evidence that may have an impact on the content of the decision.
- c. The disproportion between the violation and disciplinary penalty.
- If the appeal form is accepted, the Chancellor or his authorized representative shall form another committee to consider it, if necessary. The Committee shall then submit its recommendation to the Chancellor or his authorized representative to take the appropriate decision, and that shall be final.
- The notification shall be considered legal and acceptable if sent to the faculty member via the email provided to him/her by the University, or via an SMS to his/her mobile phone number registered in the University system.

8. Program Director/Coordinator Role

The program director 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/coordinator will report to the Dean.

The key responsibilities of the program director/coordinator are:

1. Develop, revise and update the program curriculum in consultation with the Curriculum Development Committee.
2. Advise the Dean on development of the facilities required for the program including but not limited to, research, library as well as recruitment of faculty and staff in response to the needs of the program.
3. Identify areas in need of improvement in the program in consultation with the faculty and the head of the unit and take appropriate actions.
4. Maintain and ensure, in consultation with the faculty, that course learning outcomes are in line with the program outcomes.
5. Identify and confirm the availability of the faculty and ensure that they are aware of their duties and responsibilities.
6. Ensure that students are oriented to the outcomes of the program, and how the assessment processes are conducted.
7. 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 Assessment and Continuous Improvement Committee (ACIC), as well as communicate with the Office of Institutional Planning and Effectiveness (OIPE) regarding assessment results.
8. Ensure the implementation of the changes recommended by the ACIC.
9. Analyze the success of the implemented recommendations in the following academic year.
10. Be responsible for the administrative issues related to faculty assignments and schedules for the didactic components of the program.
11. Monitor the standardization of assessment methods and calibration of instructors and examiners.
12. Advise the Dean on faculty evaluation and performance in the program.
13. In consultation with faculty staff, coordinate external examiners' short list and visiting professors and advise the Dean accordingly.

14. Identify external research collaboration opportunities and liaison with corporate institutions for training and research opportunities.
15. Represent the program at meetings of College Council, professional associations, governmental agencies and other groups nationally and internationally.

V. Student Academic Integrity

This document sets out the University's policy, which regulates the sanctions taken against students for academic dishonesty. The Student Plagiarism Committee (SPC) is the authorized body to recommend actions against offenders of the Academic Integrity.

1. Plagiarism

1. An 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 plagiarism detection software as well as other verification tools to detect any act of plagiarism.
2. 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
 - Online material
3. The following are deemed an act of plagiarism:
 - The submission of any work or academic activity, which is an identical copy of a section of someone else's work, without acknowledging the source and without quotation marks.
 - Submitting the same piece of work for assignments in different classes without previous permission from instructors involved. This also applies when a student submits own previous work, or combining parts of previous works with current work, without approval from all instructors involved.
 - Borrowing phrases from a source without using quotation marks, or finds synonyms for the author's language while keeping to the same general structure and meaning of the original.
 - Neglecting to cite sources, or misquotes of sources, or paraphrases a source by using similar words, groups of words, and/or sentence structure without acknowledging the source.
 - Asking or hiring others to conduct research or an academic activity on behalf of the student without prior written permission from the course instructor or supervisor of the research or academic activity in question.
 - The deliberate provision of invalid research data or false data related to an academic activity, a questionnaire, or statistical work, which the student has been assigned to do.
 - The false attribution of an innovation to one's self.

- Copying the content of online blogs without crediting the source.
- The use of audio-visual material without crediting the source.
- The use of graphic illustrations, images, motion pictures, and representing them as one's own without crediting the source.
- The translation of others' work to a different language and representing it as one's own without crediting the source.

Student Awareness or Author Responsibility

Students in the University shall be made aware of the consequences that could lead to the allegation for suspected plagiarism. Students are required to:

- Acquire necessary academic writing skills.
- Know what are the possible violations that can result into plagiarism.
- Know the accepted citation style.

The University acknowledges the need to create appropriate student awareness regarding the subject and provide necessary support to deal with the situations that can result into student being alleged.

The university aims to:

1. Educate the student community on the possible penalties involved in plagiarizing.
2. Educate students on using Turnitin or other available (free) resources to check their work, like, PapersOwl, Grammarly, Quetext etc.
3. Supporting faculties, colleges and departments to enlighten their students on the issue of plagiarism.
4. The coursework or assignment sheet should contain the University's stance on detected plagiarism and the related penalties.
5. Senior Librarian to provide guidance on citations and how can this lead to Plagiarism.

2. Disciplinary Penalties for Plagiarism

1. 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 shall refer the case file to the SPC. The SPC will take one of the following actions as appropriate:
 - 1.1. If the student has no previous record of plagiarism in any course, a zero grade is given to the submitted work.
 - 1.2. A student committing a second plagiarism offense in any course (not necessary the same 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".
 - 1.3. A student committing a third plagiarism offense in any course (not necessary the same courses) 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.
- 1.4. A student committing a fourth plagiarism offense in any course (not necessary the same courses) will be suspended from the University for two semesters, and 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.
 - 1.5. A student committing a fifth plagiarism offense in any course will be expelled from the University, and 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.
2. The student will have to pay the fees for all courses. However s/he can benefit from his/her academic record.
 3. Upon a written request submitted by the student to the Office of Admissions & Registration, not before his/her last Semester at the University, the "XF" mark may be removed from his/her transcript if there is no more than one course marked with "XF" in the transcript.
 4. 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

3. Violation of Examination Guidelines

1. Violation of examination regulations, non-compliance with instructions of the examination hall supervisor or any of the invigilators, disrupting the peace and quiet of the examination, and/or causing examination delays.
2. Committing or attempting to commit any kind of cheating in an examination or assisting another student to cheat in any shape or form.
3. Providing false personal information on answer sheets or attendance list.
4. Possession or use of any communication, storage or any other electronic devices. These include but not limited to: mobile phones, smart watches, and earphones even if switched off.
5. Possession of unauthorized academic materials related to the examination subject matter in any shape or form.
6. Writing notes related to the examination subject matter on the body, dress, wall, table or any other medium.
7. Refusal to hand over the answer sheet to the examination Committee's official or any of the invigilators before the student leaves the exam hall.
8. An act of impersonation by any person from inside or outside the University by sitting an examination or presenting an assessed academic activity on behalf of another student with or without his/her knowledge or consent.
9. Involvement in any illegal activity with regard to examinations such as the leakage, stealing, distribution, selling, and/or buying of an examination related content or material.

10. Physical or verbal assault of an invigilator, student, or any other person in the examination hall.
11. Cheating in online examinations, tests, quizzes, assignments, projects, or any other form of assessed academic activity. This may include but not limited to: collaborating with one or more students or individuals in conducting assessment activities, unlawful solicitation of assistance from other individuals, unlawful use of any electronic devices or software, unlawful communications with other students or individuals, impersonation, unlawful access into online examinations' sites or question banks, and any other act that violates the sanctity of fair online assessment. Proven cases are subject to the same penalties as for in-class and proctored assessment activities stipulated in section titled *"Disciplinary Penalties for Violation of Examination Rules"*.

4. Disciplinary Penalties for Violation of Examination Guidelines

1. A written warning is issued for every student committing a violation as described in Section 3 *"Violation of Examination Guidelines"* Item 1. Subsequent repeats of the offense in future examinations result in a failing grade (grade X) for the course and the case shall be noted in the student's file and his/her transcript marked with "X" for that course.
2. A student committing one or more examination violation described in Section 3 *"Violation of Examination Guidelines"* Items 2, 3, 4, 5, 6, 7 and 11 for the **first time** will be awarded a failing grade (grade X) for the course in which the student committed the violation. The student shall pay the full course fee. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for that course.
3. A student committing one or more examination violation described in Section 3 *"Violation of Examination Guidelines"* Items 2, 3, 4, 5, 6, 7 and 11 for the **second time** will be awarded a failing grade (grade X) for **all courses registered in the semester** in which the student commits the violation. The student shall pay the full course fee for all courses registered in the semester. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the courses registered in the semester.
4. A student committing one or more examination violation described in Section 3 *"Violation of Examination Guidelines"* Items 2, 3, 4, 5, 6, 7 and 11 for the **third time** will be awarded a failing grade for **all courses registered in the semester** in which the student commits the violation and will be suspended for the following two semesters. The student shall pay the full course fee for all courses registered in the semester. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the courses registered in the semester. If the student decides to transfer from the University, the student can benefit from his/her academic record.
5. A student committing one or more examination violation described in Section 3 *"Violation of Examination Guidelines"* Items 2, 3, 4, 5, 6, 7 and 11 for the **fourth time** will be awarded a failing grade for **all courses registered in the semester** in which the student commits the violation and **will be expelled from the University**. The student shall pay the full course fee for all courses registered in the semester. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the courses registered in the semester. If the student decides to transfer from the University, the student can benefit from his/her academic record.

6. A student involved in an act of impersonation described in Section 3 ***“Violation of Examination Guidelines”*** Item 8 and 11 (as an impersonator or as the student being impersonated) will be awarded a failing grade for ***all courses registered in the semester*** in which the violation was committed and ***will be suspended from the University for one semester***. This penalty will apply if the impersonation offense is committed for the ***first time***. Both students shall pay the full course fee for all courses registered in the semester. The impersonation case shall be noted in each student's file and his/her transcript marked with "X" for all the courses registered in the semester. Any student involved who decides to transfer from the University can benefit from his/her academic record. The University may pursue other forms of legal action if the impersonator is not an Ajman University student (i.e. a person from outside the University or an employee of the University). ***A repeat of this offense will result in expulsion from the University*** and a failing grade awarded to all courses registered in the semester and marked with “X”. The full course fee for all courses registered in the semester shall be paid. In addition, the student involved cannot benefit from his/her academic record when the offense is committed a second time.
7. Any student involved in the leakage, stealing, illegal distribution, selling, and/or buying of an examination related content or material will be awarded a failing grade for ***all courses registered in the semester*** in which the violation was committed and ***will be expelled from the University***. The cheating case shall be noted in the student's file and his/her transcript marked with "X" for all the courses registered in the semester. The student shall pay the full course fee for all courses registered in the semester. The student cannot benefit from his/her academic records. The University may take further legal action against any person involved.
8. In the case of physical or verbal assault by a student in an examination hall, one of the penalties mentioned in article 13 (***Penalties for violations of code of public conduct, Filming and taking photographs and other unauthorized behaviors***) of the Policy published in the Policy and Procedure Manual (PPM) shall be imposed on the student.
9. Upon a written request submitted by the student to the Office of Admissions & Registration, not before his/her last Semester at the University, the “X” mark may be removed from his/her transcript if there is no more than one course marked with “X” in the transcript.

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)

1. 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
Ye	Full	9	2	4,000	3.	9
Ye	2/3	6	1	3,000	3.	9
Ye	1/2	4.	1	2,000	3.	9
N	1/3	3	5	0	3.	1

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.

2. 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 Office 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" will screen the applicants and must have the following composition:
 - a. The committee shall be headed by the Dean or the head of the department to which the candidate will be appointed.
 - b. Two faculty members, with one of the faculty members from outside the department.
 - c. Two faculty members from other colleges.
 - d. A representative from the Office of the Vice-Chancellor for Academic Affairs.
- 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. It is the policy of Ajman University to ensure that all legal issues are covered for the employment of faculty members and staff.

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. 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. 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. The teaching load of Assistant, Associate, and full Professor shall not exceed 12 credit hours per week. The research expectations for faculty members are explained in chapter VIII of the Faculty Manual and extensive detail are provided in the Policies and Procedures Manual under “Research and Scholarly Activities”. Faculty members can be promoted to a higher rank as explained in detail in section 3 of the Faculty Manual entitled “Faculty Promotion” under Chapter IX Faculty Development and Promotion.

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.

6. 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. Their employment is subject to the same requirements of professional competence and experience as their full-time counterparts. Furthermore, their employment is for specified courses and for a specific semester and is not a continuing appointment.

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.

7. Visiting Faculty

It is a guest appointment normally offered to a faculty member from another institution for a limited time period (shorter contract duration), for example one semester or one academic year, and appointed at the rank held at that institution. Responsibilities are normally similar to those of full-time resident faculty in the department to which the appointment is made.

8. 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.

9. Probationary Periods

Newly appointed faculty members have a probation period of one semester. Near the end of the semester (14th week), the Office of HR 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 Office of HR will accordingly inform the faculty member about the decision.

10. 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.

11.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 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.

12. Research

Research Strategy

Ajman University considers research a significant part of University's purpose and accordingly places strong emphasis on impactful research and scholarship. One of its key strategic goals is to enhance the quality, relevance, and impact of research and intellectual contribution by its faculty and students. AU's commitment to research, scholarship, innovation and creative activity is reflected through provision of appropriate physical, fiscal, and human resources. Its research strategy, as described below, supports and promotes research and scholarly activities directed towards the creation, integration, and application of knowledge:

1. Nurture a culture of research across all disciplines and at both graduate and undergraduate levels.
2. Identify research areas of significance for academic colleges, University, and community at large. These shall include some relevant research areas identified in UAE Vision 2021, Ajman Vision 2021, and the Abu Dhabi Economic Vision 2030.
3. Increase AU's national, regional, and international ranking in research and scholarship by hiring, retaining, and rewarding outstanding research-active faculty.
4. Improve the research infrastructure and funding mechanisms at AU to promote research across all disciplines.
5. Enhance cooperative research through research collaboration, strategic partnerships, and engagement with industry, business, and government organizations.
6. Provide sufficient budget for internally-funding research grants for faculty, their professional development and performance enhancement. Also, improve the number and quality of externally-funded research grants.
7. Recruit outstanding graduate students through scholarships and awards from internal as well as external sources.
8. Enhance the quality of existing graduate programs and introduce new graduate programs reflecting global trends and catering to local and regional market needs.
9. Encourage and support organization of research conferences and research competitions.
10. Provide concrete incentives (financial and non-financial) for faculty members to conduct high-quality and high-impact research.

Research Expectation

The University expects high high quality research and scholarly contributions from each faculty member (Assistant Professor and above). The research and scholarly outputs may include, but not limited to, the following: (1) creative work and publications in refereed journals, book publication, book chapters and publications in conference proceedings, (2) Research project development, and internal and external research grants.

Research Publications Rewards

The AU Research Publications Rewards policy aims to honor the efforts of faculty/researchers at AU and encourage them to contribute more in elevating academic research at AU. The objectives are as follows:

- To increase number and quality of AU SCOPUS-indexed papers in leading international journals,
- To encourage and motivate faculty/researchers to contribute actively in AU research vision and mission,
- To promote and encourage faculty/researchers to have collaborative research with international collaborators, and
- To encourage faculty to make possible efforts to improve the visibility of their research outcomes and citations.

The AU research publications rewards are classified into the following 5 categories:

- Category 1: Papers Published in Scopus-Indexed Journals (Non-Arabic)
- Category 2: Publications of Books or Book Chapters
- Category 3: International Collaboration
- Category 4: Publications in Arabic Journals/Books
- Category 5: Citations

The financial incentives in all categories have been specified for research findings published in Scopus-indexed journals and/or books only (except category 4). The maximum financial reward for research publications received by an individual AU author in categories 1, 2, 3 and 4, shall not exceed 20,000 AED in one academic year. Exceptional cases, where all the research is published in SCOPUS Quartile-1 (75%-99%) journals, may be considered for a higher reward in Category-1 on a case-by-case basis and approval from the Vice Chancellor for Academic Affairs (VCAA) is required. Details on application and appeal procedures are outlined in the Policies and Procedures Manual.

The eligibility criteria for research reward is as follows:

- At the time of reward, the applicant must be an employee of AU either as a faculty member or full-time research or teaching assistant, refer as AU author in this document, at the time of reward.
- The applicant must use Ajman University affiliation as a primary/main affiliation, and it should be visible on the published research.
- The same research output cannot be submitted more than once in all categories.
- The research in all categories (with an exception of Category 4) should be indexed in SCOPUS.
- The research should be published during the dates advertised by the DGSR. Accepted papers/books/book chapters need to be submitted during the following year cycle.
- Any research published/submitted in conference proceedings is not eligible for the reward.
- Any research article/abstract/book chapter, which is presented in a conference is not eligible for a reward. However, if an extended version of a conference paper is accepted in a SCOPUS indexed journal, it can be submitted for AU publication reward. The applicant needs to clarify this and submit both conference and journal versions of the paper.
- The financial reward will be awarded to AU authors i.e. AU faculty or full-time research or teaching assistants only.
- For all categories, except category 4, the Journal/Book Chapter/Book must be indexed by SCOPUS at the time of submission of research work.

➤ Category 1: Papers Published in Scopus-Indexed Journals (English)

For journal papers published in the top 10% of Scopus Quartile-1 (75% - 99%) journals, i.e. 90%- 99%, the payment per AU author shall be as per Table 1. To identify SCOPUS Quartiles, the only information

available on www.scopus.com will be used; journal quartile classification on SCImago (<https://www.scimagojr.com>) will not be used to evaluate quartile. For more details, please refer to the AU Guidelines for Research Publications (2019) document.

Table 1. Financial incentives for papers published in Top 10% of SCOPUS Quartile 1 Journals

SNN	Number of Authors Listed on Published Paper	Payment per AU Author (AED)
1	1	10,000
2	2	7,500
3	3	5,000
4	4 or more	18,000 / Number of Authors

For research papers published in other SCOPUS Quartiles 'i.e. Quartile 1 - Quartile 4, the payment per AU author will be reduced (relative to Table 1) as per Table 2.

Table 2. Financial incentive for papers publishes in Q1-Q4 Scopus-indexed journals

SN	SCOPUS Quartile (www.scopus.com)	Payment/AU Author as a percentage of Table 1
1	Quartile 1 (75% – 89%)	80%
2	Quartile 2 (50% – 74%)	60%
3	Quartile 3 (25% – 49%)	40%
4	Quartile 4 (0% – 24%)	25%

A journal title might have a different quartile within different subject area it is included in. For example, International Journal of Pharmacy Practice is ranked in Pharmacy as 74% (Quartile 2, AU-B) while the same journal in Medicine is ranked as 45% (Quartile 3, AU-C). In this case, the decision is based on the researcher's field of specialization.

Authors are strongly encouraged to visit the SCOPUS website (www.scopus.com) and make sure that the Journal is indexed by SCOPUS. Please check the coverage period carefully before submitting an article for publication. The SCOPUS Quartile information may also change from time to time based on the SCOPUS evaluation criteria. If the SCOPUS Quartile changes from the time of submission to the time of publication, the SCOPUS quartile information at the time of calculating rewards will be used by the University.

➤ Category 2: Publications of Books or Book Chapters (SCOPUS-indexed)

- For a published book chapter, peer-reviewed and indexed by SCOPUS, each AU author shall receive a net amount of AED 2,000.
- For a published authored book, peer-reviewed (not editorial book or thesis) and indexed by SCOPUS, each AU author shall receive a net amount of AED 5,000.
- For a published edited book, peer-reviewed and indexed by SCOPUS, each AU author shall

receive a net amount of AED 5,000 if at least one chapter of the edited book is authored by the AU author/editor.

➤ Category 3: International Collaboration

Any eligible research output under Category 1 or Category 2 is eligible for an additional payment if one or more authors of the paper are from outside UAE. Research outputs from Category 4 (SCOPUS indexed only) are also eligible for a financial reward in this category. Faculty members are highly encouraged to collaborate with reputable and ranked universities only.

The additional payment in category 3 is 25% of the payment in category 1, 2 or 4.

➤ Category 4: Arabic Publications

For Arabic language publications (journals or books), only the top peer-reviewed journals/publishers, which are categorized as AU-A or higher in the AU publication classification, will be considered for the reward. The applicants must submit all peer-review reports (as received from the Journal/Publisher) with their submission. The internal peer-review or peer-review as arranged by the AU College will not be accepted.

No financial reward will be offered to non-peer reviewed papers or when peer review reports are not available. The quality of peer-review reports may be assessed by an ad-hoc committee, which submits recommendations to the DGSR. The ad-hoc committee may request additional information from the applicant or college dean to make recommendations.

The reward sum in this category will be calculated as follows:

Table 3. Financial incentive for Arabic language publications

SN	Number of Authors Listed on Published Paper/Book	Payment per Paper/Book (AED)
1	N authors per Journal paper	2,000/N per AU author (Non-SCOPUS)
		4,000 per AU author (SCOPUS – Single Author)
		6,000/N per AU author (SCOPUS – More than one)
3	N authors per Book	2,000/N per AU author (Non-SCOPUS)

➤ Category 5: Citations

A financial reward will be given to AU author(s) for a SCOPUS-indexed article or non-edited book that has been extensively cited. The following criteria shall be met to submit nomination for this category reward:

- The paper must be published with correct Ajman University affiliation, as a primary affiliation, on the paper.
- The paper must be published during the latest 5 years e.g. during 2020, a window of 2015-

2019 will be used.

- Self-citations will be excluded.
- Only verifiable counts of citations from www.scopus.com are acceptable (citations from Google scholar or any other indexing database will not be counted).
- The financial incentive for citations is on per paper basis; in case of multiple AU authors the payment in this category will be divided equally among AU authors.

The financial reward under category 5 can be submitted only once for any published research output if the output receives a certain number of citations (during the 5 year window), as defined in the following table:

SN	Number of Citations (from SCOPUS.com) excluding self- citations	Financial Reward (AED)
1	20 – 40	2,000
2	41 – 60	4,000
3	≥ 60	6,000

Research Conferences

AU encourages all faculty members, regardless of their rank, to participate in conferences and present their papers. To be eligible for participation, the applicant shall have completed at least one year at the University before applying for approval to be funded for presenting a paper in a conference. However, in exceptional cases, the Dean may recommend an applicant who has not yet served AU for one complete year. Applications for participation are submitted by the college to the DGSR, which in turn shall utilize the budget allocated for each College to cover the research conference participation expenses for faculty members (refer to Research Conferences Policy in The Policies and Procedures Manual for details on participation eligibility, rules, and regulations).

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 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 Evaluation

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). **View Appendix 2** for details of *Faculty Annual Performance Evaluation*.

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, decides 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 a Self-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 Annual 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. Faculty 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. This policy applies to all full-time, resident faculty members holding Master, PhD or terminal degrees, and appointed to the rank of Lecturer, Senior Lecturer, Assistant Professor and Associate Professor.

Candidates applying for promotion to a higher rank shall be evaluated on the basis of (a) quality of teaching effectiveness (b) depth of scholarship and quality and impact of published work (c) service to the University, the community and the profession/discipline. The promotion process adopted at AU aims at encouraging academic excellence in a fair and objective manner. For this purpose, specific

measurable and well-defined promotion criteria and procedures have been developed. A brief description of the promotion criteria is as follows:

Criteria for Promotion

Faculty members applying for promotion will be evaluated on the basis of the following:

1. Teaching
2. Research
3. Service

While the University and community service is recognized and encouraged, high quality teaching and research are of primary importance and are indispensable qualifications for promotion to higher academic ranks.

Teaching

Since teaching is a primary function of all AU faculty, a candidate for promotion is required to demonstrate his/her ability to teach effectively in addition to fulfilment of all other assigned responsibilities. The following factors and criteria are to be considered in the evaluation of teaching performance:

- a. Competence in teaching the subject matter and effective utilization of different teaching and learning methodologies.
- b. Effectiveness in the development and use of innovative methods in teaching such as e-learning and experiential learning.
- c. Initiation and participation in curriculum development (e.g. major revisions of existing courses, development of new courses, initiation of new programs or concentrations, etc.).
- d. Effectiveness in the development and use of instructional laboratories, studios, and clinics, as applicable.
- e. Effectiveness in supervising theses, senior projects, training, etc.
- f. Ability to teach different courses in their areas of specialization.

Research

The University shall promote faculty members who are actively engaged in scientific research and creative scholarship of demonstrable quality and impact. Therefore, all faculty members holding PhD or terminal degrees should demonstrate significant research achievements in their fields of specialization. While faculty members holding Master degrees and appointed as Lecturers are not required to produce scholarly output, those desiring to be promoted to the ranks of Senior and Principal Lecturers must provide some evidence of scholarly output as explained in this policy.

Promotion to the rank of Associate Professor requires research accomplishments whose originality, depth and impact establish the candidate as an important contributor to knowledge in the specialized field. Promotion to Professor rank requires a record of research accomplishments that establish the candidate as an outstanding contributor to knowledge in the specialized field.

The research achievements of all faculty members shall be evaluated on the quality of their contribution to knowledge in the context of the research mission of individual departments and colleges, as evidenced by the goals set out in their respective strategic plans.

Research output shall be demonstrated by published work in reputed and ranked journals and proceedings of prestigious conferences, written evaluations by leading figures in their specific research field, awards, prizes, inventions, patents, and other recognitions. For faculty specialized in the fields of Architecture, Art, and Design, the research output could also include creative works as specified in this policy.

In published scholarly work, the main considerations are impact and quality rather than volume. A judgment can be made by examining the quality of the journals in which the publications appeared, the use which other researchers make of an individual's publications (citations), or by requesting testimony from other distinguished practitioners in the field. Contributions in the area of coordination of knowledge such as survey articles and books are also considered as evidence of effective scholarship. Substantial external research grants also constitute an important factor in the assessment process.

Other evidence in this area includes supervision of Master's and Doctoral theses. Moreover, articles, textbooks, reports, and similar publications normally considered as contributions to the professional literature or the advancement of the professional practice or of professional education shall be regarded as evidence of effective scholarship, especially when they present new ideas or incorporate scholarly research. Evidence of scholarly stature may include services on editorial boards of scholarly journals, invitations to give keynote addresses in conferences or symposia, membership in technical committees of international/national conferences, acting as referee for scholarly journals and conferences. Software or prototypes may be evaluated for consideration as evidence of scholarship.

Service

Service includes a) department, college and university service, b) academic and professional activities outside AU, and c) contribution to students' co-curricular activities. 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.

Section I: General Provisions & Definitions

Article 1:

The above preamble is an integral part of this Policy.

Article 2: Definitions

The following terms and expressions shall have the meanings hereunder assigned to them, unless the context indicates otherwise.

Term	Definition
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UAE	United Arab Emirates
The Ministry	The Ministry of Education- Higher Education Affairs, United Arab Emirates
The University/AU	Ajman University
The University Chancellor	AU Chancellor
FPC	Faculty Promotion Committee
The College	The college to which the faculty member applying for promotion belongs.
The Department	The department to which the faculty member applying for promotion belongs.
Jury	A jury of university professors from a similar field of expertise selected from inside or outside the UAE to review and evaluate an applicant's research papers
Academic Scale	Assistant Professor - Associate Professor - Professor

Article 3: Policy Name and its Execution

This Policy shall be named the "Faculty Promotion Policy" and shall become effective as of the date of its approval by the Chancellor. It shall supersede any and all conflicting documents.

Only full-time (resident) faculty, including full-time clinical faculty, appointed as Assistant or Associate Professors at AU may apply for an academic promotion, as per the provisions set forth herein.

Article 4: Primary Evaluation Responsibility

The College Dean is primarily responsible to conduct the promotion evaluation in accordance with the promotion policies stated in this document. The Dean shall submit his/her recommendations to the Vice-Chancellor for Academic Affairs (VCAA) who will forward it to the Faculty Promotion Committee (FPC).

After validating that the promotion process has been carried out in accordance with AU promotion policies, the FPC shall submit its observations and recommendation to the VCAA who is ultimately responsible of approving or rejecting the promotion applications.

In case the Dean himself/herself is the candidate for promotion, the primary evaluation responsibility shall rest with the FPC.

Section II: Faculty Promotion Committee (FPC)

Article 5: FPC and its Objectives

AU has established a Faculty Promotion Committee (FPC) with the following objectives:

1. Assuring that the process carried out for promotion of a faculty member is completely in accordance with the policies and procedures set forth in this document.

2. Assuring transparency, objectivity and impartiality in issuing recommendations regarding promotions.
3. Assuring that any promotion is granted on the sole ground of eligibility and competence, supported by the faculty member's excellent track of teaching, research and university and community service.
4. Submitting its observations and promotion recommendation to the Vice- Chancellor for Academic Affairs for final decision.

Article 6: FPC Composition

FPC shall be established by the Vice-Chancellor for Academic Affairs. The chairperson of FPC shall be a professor and FPC members shall have the rank of associate professor or professor. All colleges shall be represented. Any vacant seat shall be filled with a member from the same college through a decision of Vice-Chancellor for Academic Affairs.

Article 7: FPC Duties

AU Faculty Promotion Committee (FPC) shall deal with the following:

1. After receiving the applicant's complete file from the VCAA, the FPC shall review the evaluation process and submit its observations and recommendation to the Vice-Chancellor for Academic Affairs (VCAA) after ensuring that the process carried out for promotion was completely in accordance with AU promotion policies and procedures.
2. Maintain and update the Faculty Promotion Policy as directed by the Vice- Chancellor for Academic Affairs.
3. Perform any other duties assigned by the Vice-Chancellor for Academic Affairs.

Article 8: Meetings of FPC

The Faculty Promotion Committee shall hold meetings in accordance with a specified timetable as well as upon the invitation of the Vice-Chancellor for Academic Affairs, with its quorum being a simple majority.

Section III: Jury

Article 9

A qualified jury, which shall be selected as per the conditions set forth in this Policy, shall assess the quality and impact of research and scholarly publications of the applicant.

The VCAA is responsible for providing the Dean with a template invitation to be sent to potential jury members by the Dean.

Article 10: Selection of Jury

1. Each College shall develop and maintain a database of qualified reviewers with the minimum rank of Associate Professor. The reviewers shall have excellent academic reputation in their respective disciplines.
2. The Head of Department (HOD) should provide the Dean with at least 10 potential external reviewers to evaluate the research publications of the applicant. If the HOD himself/herself is the candidate for promotion, then the Dean shall ask a senior faculty in the department to provide the list.
3. The College Dean shall select three reviewers for reviewing the published research of the applicant. If the Dean himself/herself is the candidate for promotion, then the College Council,

without the presence of the Dean, shall select the three reviewers from the list provided by the HOD.

4. All correspondence with reviewers, their reports and promotion deliberations as well as the names of the selected reviewers shall be kept confidential.

Article 11: Criteria for Jury Selection

External reviewers shall be selected on the basis of the following criteria:

1. All reviewers must be specialized in the same discipline as that of the applicant
2. All the reviewers must be of Professor Rank if the promotion application is for promotion to the rank of Professor. However, one reviewer can be of Associate Professor Rank if the promotion application is for promotion to the rank of Associate Professor.
3. All reviewers must be from accredited institutions of good reputation and high ranking.
4. No reviewer must have collaborated with the applicant in any of the research papers submitted in the application. No previous relation in the awarding of the applicant's Masters or PhD degree should exist between the applicant and the reviewer and both the applicant and the reviewer must not have worked for the same employer at the same time.

Section IV: Faculty Promotions

Article 12: Promotion Criteria

A faculty member may apply for promotion to a higher rank if he/she meets the following criteria:

1. Has served AU for at least two years as full-time, resident faculty. However, for applicants with exceptional research performance, this period can be reduced to one year by the Dean. The period the applicant may have spent as visiting faculty shall be counted if his/her appointment was changed from a visitor status to a resident faculty without any break in service at AU. The period a returning faculty had spent at AU before leaving the University shall be considered if the duration between his/her leaving the university and re-joining it is less than two years.
2. Has served at his/her current rank for at least five years, in either Ajman University or any other accredited university. However, for applicants with consistent outstanding performance, the Dean may reduce this period to four years.
3. For promotion to the rank of Senior Lecturer, the applicant has produced at least one indexed publication, or one creative art work, as listed in this policy, or has made significant contribution in industry/professional practice.
4. For promotion to the rank of Principal Lecturer, the applicant has produced at least two indexed publications, or two creative art works, as listed in this policy, or has made outstanding contribution in industry/professional practice.
5. For promotion to the rank of Associate Professor, the applicant has published minimum of four peer-reviewed indexed research papers; at least three of these papers are published in reputed and ranked journals, and at most one paper is published in the proceedings of a prestigious conference. Alternatively, the applicant for promotion to the rank of Associate Professor has published at least two refereed research papers (at least one in a reputed and ranked journal) and produced at least two creative works from the list of creative works provided in this policy.
6. For promotion to the rank of Professor, the applicant has published minimum of six peer-reviewed indexed research papers; at least five of these papers are published in reputed and

ranked journals, and at most one paper is published in the proceedings of a prestigious conference. Alternatively, the applicant for promotion to the rank of Professor has published at least four refereed research papers (at least three in reputed and ranked journals) and produced at least two creative works from the list of creative works provided in this policy.

7. Other applicable conditions are as follows:
 - a. The number of research papers published by the same refereed journal shall not exceed two except for very high-quality journals, such as SCOPUS-Q1 journals.
 - b. The contents of the research papers or creative work should not be copied from the applicant's Master's and PhD theses. In addition, for promotion to the rank of Professor, the papers should not be based on the material used for promotion to the rank of Associate Professor. Similarly, for promotion to the rank of Principal Lecturer, the scholarly output should not be based on the material used for promotion to the rank of Senior Lecturer.
 - c. In case of application for promotion to the rank of Associate Professor, at least one of the submitted research papers or creative work must be either individually authored by the applicant or with only one co-author/contributor. Alternatively, for at least one research paper, the applicant must be the first author of the paper. For other papers or creative work, the total number of authors/contributors must not exceed four. A paper or creative work will be considered to have 50% weight if the number of authors/contributors for that paper is five or more. Two papers or creative works with 50% weight shall be considered equivalent to one paper or creative work in terms of fulfilling the requirement of number of publications or creative works.
 - d. In case of application for promotion to the rank of Professor, at least two of the submitted research papers or creative works must be either individually authored by the applicant or with only one co-author/contributor. Alternatively, for at least two research papers, the applicant must be the first or second author of the paper. For other papers or creative works, the total number of authors/contributors must not exceed four. A paper or creative work will be considered to have 50% weight if the number of authors/contributors for that paper or creative work is five or more. Two papers or creative works with 50% weight shall be considered equivalent to one paper or creative work in terms of fulfilling the requirement of number of publications or creative works.
 - e. Only one unpublished research paper that has been accepted for publication in a reputed and ranked journal or prestigious conference proceeding may be submitted for consideration.
 - f. At most one refereed research paper published in the proceeding of a prestigious scientific conference shall be accepted.
 - g. Research papers published in electronic journals shall be accepted if the electronic journal is refereed and ranked and the publication is approved by the College Research Committee (CRC) and the Dean. Papers published in questionable "pay-to-publish" journals shall not be accepted.
 - h. A patent shall be considered as a research paper, provided the applicant demonstrates that the patent registration is under the applicant's name. In this case it shall not be sent to a jury and shall be rated as Excellent.
 - i. At least two of the submitted research papers or creative works must be authored/produced while the applicant is employed at Ajman University.

- j. All the submitted research papers must deal with the applicant's specialization/discipline. However, one high-quality educational/pedagogical peer-reviewed research paper may be considered.
 - k. The Dean may refer to the College Research Committee (CRC) to ascertain the quality of the journals and conference proceedings in which the applicant has published his/her research work. The CRC shall refer to AU publication guideline document for classifying the journals in various categories (such as AU A*, A, B or C)
8. The list of Creative Outputs approved by the University are as follows:

List of Creative Outputs

1. Creative work that won national or international architecture, art and design competitions (1st, 2nd or 3rd prize).
2. Design of innovative furniture or other industrial products.
3. Certificate of patent/invention related to architecture, art and design.
4. Creative and innovative design work, such as villas, hotels, malls, shops, coffee shops and restaurants.
5. Demonstrated original art or design exhibitions at national or international level in authorized galleries, museums, governmental or private well-recognized organizations and national or international exhibitions.
6. Completion of architectural project including letter from consultancy or client. Project size and complexity must be part of referees' input.
7. Renovation and restoration of old or historic buildings.
8. Specialized work such as sustainability, feasibility, shading, acoustics or lighting

Article 13: Promotion Procedure

The procedure for promotion to the ranks of Associate Professor and Professor is as follows:

- a. The applicant sends a letter of intention to the Dean who forwards it to the VCAA.
- b. The VCAA, after validating the eligibility of the applicant, sends a letter to the Dean to confirm or deny eligibility based on the requirements for promotion to the desired rank.
- c. The Dean informs the applicant about the eligibility status with a copy to the VCAA.
- d. Applicant submits his/her complete dossier to the HOD.
- e. The HOD (or senior faculty member appointed by the Dean if HOD is the applicant) forms an ad-hoc committee at the department level which evaluates/assesses the submitted dossier.
- f. The ad-hoc committee submits its report to the HOD (or to senior faculty member appointed by the Dean if HOD is the applicant) who reviews the report of ad-hoc committee and submits his/her recommendation to the Dean along with the complete dossier. If the Dean is the applicant, then HOD shall submit the report along with his/her recommendation and the dossier to the FPC.
- g. HOD submits a list of 10 external reviewers to the Dean. If the HOD himself/herself is the candidate for promotion, then the Dean shall ask a senior faculty in the

department to provide the list.

- h. The Dean is responsible for sending invitations to external reviewers and should form a jury of 3 external reviewers selected from the list of 10 reviewers. The Dean shall be responsible for all communication with the reviewers throughout the review process until it is complete. If the Dean himself/herself is the candidate for promotion, then the College Council, without the presence of the Dean, shall select the three reviewers from the list provided by the HOD. Also, in this case the FPC shall send invitations to external reviewers and be responsible for the review process until it is complete.
- i. The Dean receives the reports of the external reviewers. The Dean reviews these reports as well as the report of the department ad-hoc committee and the recommendation of the HOD, and writes his/her own report. After giving the grades for each of the three categories (teaching, research, service), the Dean submits the complete file (which includes the reports of the external reviewers and department ad-hoc committee as well as HOD's and Dean's recommendations) to the VCAA. The VCAA shall forward the complete file to the FPC.
- j. The FPC shall review the complete file and send its observations and recommendation to VCAA.
- k. The VCAA makes the final decision

The procedure for promotion to the ranks of Senior Lecturer and Principal Lecturer is as follows:

- a. Upon completion of a minimum of five years of serving in the position of a Lecturer/Senior Lecturer, the candidate will submit the application for promotion to a higher rank along with complete portfolio to the HOD.
- b. The HOD shall form an ad-hoc committee in the department to evaluate/assess the submitted portfolio.
- c. The ad-hoc committee shall submit its report to the HOD who, after reviewing the report, shall submit his/her recommendation to the Dean along with the portfolio.
- d. A Committee formed by the Dean shall assess the candidate based on the above-mentioned criteria and submit its report to the Dean.
- e. The Dean shall submit the promotion recommendation to the Vice Chancellor for Academic Affairs who shall confirm or deny the promotion to the rank of Senior/Principal Lecturer

Article 14: Weightage of Teaching, Research, and Service

The weights for teaching and research shall account for 70% of the total grade while service shall account for 30% of total grade. For teaching and research, the weight for each shall be in the range of 30-40%. The applicant can choose, in consultation with the Dean, the weight for each provided that the total for these two categories is 70%.

Article 15: Grading Criteria

The grading shall be carried out provided the applicant meets the conditions set forth in the Promotion Criteria mentioned in Article 12. Otherwise, the application for promotion shall be rejected. For eligible applicants (i.e. those satisfying the conditions set forth in Article 12), the grading criteria is as follows:

- **Teaching:**

The teaching grade shall be given by the Dean on the basis of students' evaluation, teaching effectiveness, and quality of course files/portfolio, as explained below. In this regard, the Dean shall also receive input from the HOD.

Students' Evaluation: The Dean shall determine the grade based on students' evaluation related to teaching and learning. This shall account for 40% score in teaching category.

Teaching Effectiveness: The applicant shall provide evidence of teaching effectiveness in terms of effective teaching methodologies employed in classroom, major revisions of existing courses, development of curriculum, updating of labs, clinics, studios (as applicable), development of students' skills and competencies, fair and consistent grading policy, etc. The Dean shall consider all these factors in giving a grade for teaching effectiveness. This shall account for 40% grade in the teaching category.

Course Files/Portfolio: The applicant shall submit the course files or portfolio for all courses taught during the past one year (fall and winter semesters) and clinics or studios, etc. supervised. For this, the Dean shall give a grade with maximum score of 20% in the teaching category.

- **Research:**

For each reviewed research paper or creative output, the external reviewers shall give a score out of 100. Each paper with 50% weight (paper with five or more authors) will be given a score out of 50. Depending upon the required number of publications, as stated in Article 12, the papers or creative outputs with highest scores will be considered by the Dean to give a final percentage grade. For each paper or creative output with 50% weight, the scores of two such papers will be considered equivalent to one paper.

- **Service:**

The Dean shall give a service score for each of the following three categories:

- Department, College and University service (out of 60)
- Academic, professional, and community service activities outside AU (out of 20)
- Contribution to students' co-curricular activities (out of 20)

Article 16: Success Criterion

After determining the percentage grades in teaching, research, and service and considering the relative weights for each of these three categories, the Dean shall determine the overall weighted score in percentage. To be successful, the applicant shall obtain at least 75% overall weighted score. In addition, for promotion to the Associate Professor rank, the applicant must obtain at least 70% score in the research category, while for promotion to the Professor rank, the applicant must obtain at least 80% score in the research category.

Article 17: Decision by the VCAA

1. The Dean, after determining the percentage score of the applicant in each category as well as the overall weighted score in percentage, shall make a recommendation based on the above-mentioned success criterion and submit the recommendation along with all evaluation documents (including reviewers' reports) to the VCAA for further action.
2. The VCAA shall forward the applicant's file (including the report of the Dean and the reviewers' reports) to the FPC. The FPC will review the qualifications of the applicant as required for promotion, fulfilment of all evaluation process requirements, and accordingly prepare a report taking into consideration the Dean's recommendation. Otherwise, the FPC will notify any short-comings in the review process to the Dean and request for re-

consideration. Finally, the FPC shall submit its observations and recommendation to the VCAA.

3. The VCAA shall issue a decision on the promotion application following the recommendation given in the FPC report, provided that the applicant is still working in the same post at the time the decision is issued.
4. In case of favorable decision by the VCAA, the applicant shall be promoted to the corresponding academic rank in accordance with Article 18 below.
5. The decision of promotion shall be issued in both Arabic and English, in two originals, one for the promoted faculty member and the other for the Office of Human Resources. A soft copy thereof shall be sent to the Documentation Centre for archiving purposes.

Article 18: Effects of Promotion

All non-financial effects of the decision of promotion shall be applicable immediately after the approval of promotion by the VCAA. However, all financial effects shall be applicable as from the beginning of the following academic year.

Article 19: Re-application for Promotion

- a. If the application is rejected, the applicant may re-apply for promotion in the following academic year.
- b. If the application for promotion is rejected for two consecutive times, the Dean may accept to review the application for a third and final time, at least one year after the second application was rejected. The applicant shall bear all the costs related to processing of his/her third application.

Section V: Appeals

Article 20:

The applicant can submit an appeal against the promotion decision to the University Chancellor, within one month from the date he/she is notified of the rejection decision. The University Chancellor may reject the appeal or form a committee to handle the appeal.

Section VI: Amending the Policy

Article 21:

The articles of this Policy may be reviewed any time after one year from its entry into force, upon the directive of the Vice-Chancellor for Academic Affairs.

Appendix: Timetable for Promotion Process

No	Procedural Step	Deadline
1	Applicant submits letter of intent to the Dean	10 th September
2	Dean forwards the letter of intent to the VCAA	17 th September
3	Dean informs the applicant about his/her eligibility status	October 1
4	Applicant submits his/her dossier to the HOD	October 10

5	The HOD forms an ad-hoc committee in the department to review the dossier	October 17
6	The ad-hoc committee submits its report to the HOD	November 1
7	The HOD submits the dossier to the Dean along with the report of ad-hoc committee and his/her recommendation	November 10
8	The Dean sends the research papers to three external reviewers (jury)	November 24
9	The Dean receives the reviewers' reports.	March 01
10	The Dean reviews the complete file and gives score for each category. Submits the complete file to VCAA with his/her recommendation.	March 15
11	The VCAA forwards the file to FPC	March 22
12	The FPC after reviewing the complete file submits its recommendation to the VCAA	April 15
13	The VCAA makes the final decision	April 30

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 an annual housing allowance which shall be payable in monthly installments. The amount of this allowance depends on whether the faculty member is a Ph.D. holder or Master's degree holder.

Furniture Allowance:

The faculty member shall be entitled to a one-off lump sum amount payable with the first salary upon joining Ajman University. The eligibility of this amount is depreciated over two continuous years of work for the University; i.e. 50% per year.

Medical Allowance:

The faculty member, his/her spouse and three dependent children (male dependent age up to 18 and female dependent age up to 22), shall be entitled to a private medical health insurance scheme; provided by the University in accordance to its medical policy, that might be amended from time to time at the sole discretion of the University. A visiting Faculty member medical health insurance shall be 100% covered by the University, whilst the faculty member's spouse medical health insurance shall only be covered 50% by the University.

Upon expiry of the contract, the faculty member has to return all the relevant insurance cards to the Office of HR. 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:

AU resident faculty member is eligible for education allowance for up to three children, from KG1 to Grade 12, provided the children are UAE resident and are enrolled in UAE schools. The distribution of the allowance amount (depending upon the faculty member's rank) for each child shall not exceed the eligible cap. The education allowance is paid in two equal installments.

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:

- a) AU faculty member is entitled to an end of service gratuity calculated as thirty (30) days Basic Salary for each completed year of service, provided that the end of service gratuity shall not exceed the amount of two years' salary.

- b) The faculty member shall (in addition to any statutory public holidays announced for the United Arab Emirates) be entitled to paid holiday in accordance with the provisions relating to holiday leave as set out in the University's academic calendar, provided that such holiday leave shall not exceed the specified number of calendar days in each holiday year. The University's holiday year for faculty member is the academic calendar year.
- c) Subject to compliance with the University's procedures relating to the notification and certification of periods of absence from work, the faculty member shall continue to be paid salary and to receive other benefits provided under his/her contract during any periods of absence from work due to sickness, injury or other incapacity in accordance with the UAE labor Law.

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 Manual 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 Manual. The Grievance Form is provided in Appendix 4. 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 Self-Assessment Report (FSAR)



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 Self-Assessment Report (FSAR) is to provide the basis for a yearly performance appraisal.
- It is mandatory for all faculty to complete this Faculty Self-Assessment Report (FSAR).
- 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

One of the most important factors in the teaching evaluation of faculty members is Course Files that shall also include the ICARs: Instructor Course Assessment reports (*see Appendix 3*). All faculty members are required to submit Course Files for all courses taught by them in the past two semesters. In addition, 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 Contribution in course design and delivery

I.3 Contribution in program/curriculum development

I.4 Use of technology and modern methodologies to enhance teaching

I.5 Supervision of undergraduate students' graduation projects and/or graduate theses and dissertations (Master and PhD)

I.6 Other teaching accomplishments and contributions

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 submitted)

II.4 Supervision and Examining of postgraduate theses and dissertations (Master or Doctoral)

II.5 Research projects, and internal and external research grants

II.6 Other research accomplishments and contributions

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

III.3 Students' advising and career counselling

III.4 Involvement in student co-curricular activities

III.5 Contributions to AU visibility

III.6 Professional activities undertaken as a practitioner or consultant

III.7 Volunteer work for local community serving on community and professional boards

III.8 Other services that provide recognition to the University

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 Annual Performance Evaluation



جامعة عجمان
AJMAN UNIVERSITY

FACULTY ANNUAL PERFORMANCE EVALUATION

Purpose

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:

- a. Provide all full time faculty with timely information regarding the extent to which they are meeting the college and university expectations of academic performance.
- b. Identify aspects of a faculty member's performance that may need further development.
- c. Provide a framework to guide performance-related discussions between the faculty member, the Head of Department and the Dean.
- d. Help faculty members to plan appropriate and relevant faculty development programs.
- e. Help in planning performance-related reward and recognition programs for deserving faculty members.
- f. 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, instructor 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 instructor 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 instructor course assessment report(s) and course file(s) of the course(s) taught in a timely manner

<p>3: Good</p>	<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> <ol style="list-style-type: none"> Effectively supervise student dissertations/theses (where applicable) Readily available to students at times other than university mandated office hours for discussion and counseling. Show evidence of continuous improvement of the content and delivery of all courses taught Adjudged in his/her peer review of teaching to be an excellent teacher Effectively coordinate with adjunct faculty, at HoD request, to ensure that the latter meets teaching requirements. Verifiably try new pedagogical methods and technologies Actively participate in at least one faculty development initiative focused on teaching and learning Develop and/or successfully deliver a new program or course in support of the department or college mission Share teaching best practices from conferences or workshops with faculty colleagues Actively participate in interdisciplinary/interdepartmental curriculum integration Mentor new and/or junior faculty Actively participate in program, college or university accreditation efforts
<p>4: Very Good</p>	<p>A faculty member who is verifiably recognized by students and his/her line manager as a very good teacher.</p> <ol style="list-style-type: none"> The faculty member consistently obtains student evaluations above the college averages. The faculty member meets the criteria for satisfactory teaching, and additionally meets any five of the “good” criteria.
<p>5: Excellent</p>	<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 as listed in the following List of Creative Outputs <p>OR</p> <p><i>TWO of the Following during the academic year:</i></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 as listed in the following List of Creative Outputs <p>AND</p> <p><i>One of the Following during the academic year:</i></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.
4: Very Good	<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 as listed in the List of Creative Outputs. <p>AND</p> <p><i>One of the Following during the academic year:</i></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 as listed in the following List of Creative Outputs <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.
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***Notes:**

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 the fields of Architecture, Art and Design only.
3. Creative works or exhibits of international importance: Where it is clear that the particular creative works have 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.

List of Creative Outputs

1. Creative work that won national or international architecture, art and design competitions (1st, 2nd or 3rd prize).
2. Design of innovative furniture or other industrial products.
3. Certificate of patent/invention related to architecture, art and design.
4. Creative and innovative design work, such as villas, hotels, malls, shops, coffee shops and restaurants.
5. Demonstrated original art or design exhibitions at national or international level in authorized galleries, museums, governmental or private well-recognized organizations and national or international exhibitions.
6. Completion of architectural project including letter from consultancy or client. Project size and complexity must be part of referees' input.
7. Renovation and restoration of old or historic buildings.
8. Specialized work such as sustainability, feasibility, shading, acoustics or lighting.

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. Providing student advising judged as effective (meeting with a significant number of advisees and providing knowledgeable curricular advise) by unit director. Student placement or recruitment activity judged as significant by unit director. Serving as a session chair or serving in a voluntary capacity at a significant national or regional conference Effectively teaching an assigned overload course or regional campus 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> <ol style="list-style-type: none"> Participating in a faculty internship, or involvement in a project judged as significant by unit director Organizing a conference, workshop, session, or panel judged as significant by unit chairs/directors. Book and manuscript reviewing judged as significant by unit director Attendance at multiple professional conferences 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) Effectively serving on the editorial board of a journal <p><u>Service Activity</u></p> <ol style="list-style-type: none"> Effectively chairing an active departmental committee or task force that is judged as significant by unit director Effectively leading a special departmental project judged as significant by the unit director Effectively serving as advisor to an active club or student organization as determined by the members of that club or student organization Alumni relations/fund-raising activity judged as significant by unit director Career advising efforts judged as significant by unit director Serving in a leadership role for student advising Participation on a department or university committee that required a significant amount of time and effort. Engaging in an above average number of unreported service activities (e.g. extra classes without compensation, etc. One university's Committee OR one outside committee and another admin job

5: Excellent

A significant level & number of professional or service activities listed below can be used as evidence of excellent performance.

- 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.

Professional Activity

- a. Effectively serve as the editor or assistant editor of a peer-reviewed journal
- b. Organizing and successfully presenting a program
- c. Effectively serving as member in or chairing a significant university or national committee
- d. Effectively serving as a chair at a national or regional conference
- e. Organizing and successfully presenting a conference, workshop, session, or panel judged as outstanding by unit director.

Service

- a. Effectively heading a college unit and submitting an annual report summarizing the activities and accomplishments of the unit.
- b. 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
- c. Serving effectively as a program director without release time
- d. Effectively chairing an active university committee or task force
- e. Engaging in a significant number of unreported service activities (e.g. extra classes without compensation, etc.)
- f. 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.
- g. Serving effectively in two or more university committees OR one committee and another admin job (must be specified) OR Community service (internal or external).

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

Instructor Course Assessment Report (ICAR)



جامعة عجمان
AJMAN UNIVERSITY

1. General Information

Instructor Name:			
Semester:			
Course Number:		Course Name:	
Course Delivery Format (Theory, Lab, Tutorial): (2, 2, 3)			
Section Number:	<input type="checkbox"/> Male	<input type="checkbox"/> Female	Number of Students:
Average Mark for Section:			

2. Students' Perceptions

a. Students' Feedback with Respect to Course Related Issues

#	Question	Satisfaction Rate
Q1	<i>I had an adequate background for this subject.</i> كانت لدي خلفية مناسبة عن هذا المساق.	
Q2	<i>Coursework assignments and projects were helpful to understand the subject.</i> كانت الأعمال الفصلية والمشاريع مفيدة لفهم هذا المساق.	
Q3	<i>I found the course useful.</i> كان المساق مفيداً لي.	
Q4	<i>Textbook and references assigned to this course were appropriate and useful.</i> كان الكتاب الدراسي والمراجع المخصصة للمساق مفيدة ومناسبة.	

b. Students' Feedback with Respect to Course Instructor

#	Question	Satisfaction Rate
Q1	<i>The instructor presented the material well and clearly.</i> قدّم أستاذ المساق المادة الدراسية بشكل جيد وواضح.	
Q2	<i>The instructor was well-prepared for the lectures.</i> كان الأستاذ مستعداً بشكل جيد للمحاضرة.	
Q3	<i>The instructor started and ended the lectures on time and was regular.</i> التزم الأستاذ بمواعيد بدء المحاضرات وانتهائها وكان مواظباً عليها.	
Q4	<i>The instructor was available and helpful during posted office hours.</i> كان الأستاذ حاضراً خلال الساعات المكتبية المعلنة.	
Q5	<i>The instructor was fair in the evaluation of students' course work.</i> كان أستاذ المساق منصفاً في تقييم الامتحانات والأعمال الفصلية.	
Q6	<i>The lectures were given in only one language (English or Arabic).</i> كانت المحاضرات تقدم بلغة واحدة (العربية أو الإنجليزية).	

Q7	<i>The instructor identified the course learning outcomes clearly.</i> شرح الأستاذ مخرجات المساق بأسلوب واضح.	
Q8	<i>The instructor encouraged interaction with students, listened to them, and responded to their questions.</i> كان الأستاذ يشجع على التفاعل في المحاضرة ويتجاوب مع أسئلة الطلبة.	
Q9	<i>The instructor evaluated the students' work in a timely manner.</i> قيم الأستاذ أعمال الطلبة في الوقت المناسب.	
Q10	<i>Overall, the instructor's performance in this course was excellent.</i> بصورة عامة، كان أداء الأستاذ في هذا المساق ممتازاً.	

c. Students' Feedback with Respect to Lab/Studio/Clinic Instructor (if available)

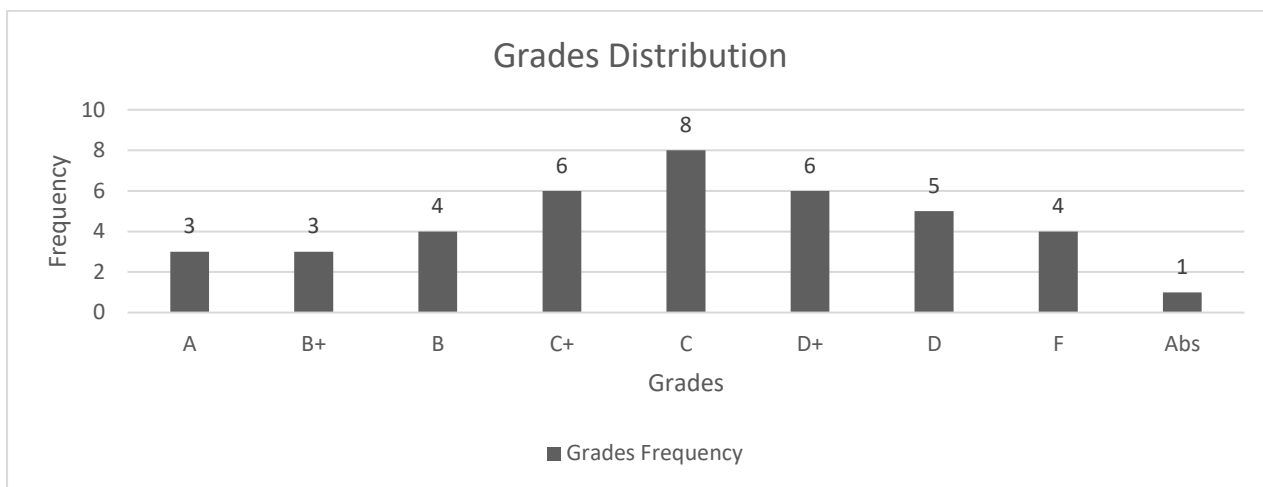
If the course does not include Lab/Studio/Clinic, please respond with N/A إذا لم يتضمن المساق على معمل/عيادة/استوديو برجاء اختيار N/A		
#	Question	Satisfaction Rate
Q1	<i>The lab/studio/clinic instructor presented the practical material well and clearly.</i> قدّم الأستاذ المادة العملية بشكل جيد وواضح.	
Q2	<i>The instructor was well-prepared for the lab/studio/clinic sessions.</i> كان الأستاذ مستعداً بشكل جيد للمختبر/العيادة/الاستوديو.	
Q3	<i>The instructor started and ended the lab/studio/clinic on time and was regular.</i> التزم الأستاذ بمواعيد بدء وانتهاء المختبر/العيادة/الاستوديو وكان مواظباً عليها.	
Q4	<i>The instructor was fair in the evaluation of students' work in lab/studio/clinic.</i> كان الأستاذ منصفاً في تقييم الامتحانات والأعمال الفصلية للمختبر/العيادة/الاستوديو.	
Q5	<i>The instructor took interest in developing students' practical skills and answered their questions.</i> كان الأستاذ يشجع التفاعل في المختبر/العيادة/الاستوديو ويتجاوب مع أسئلة الطلبة.	
Q6	<i>The instructor evaluated the students' work in a timely manner.</i> قيم الأستاذ أعمال الطلبة في الوقت المناسب.	
Q7	<i>The equipment/components/material available in the lab/studio/clinic were sufficient and in good working condition.</i> كانت المعدات/المواد الموجودة في المختبر/الاستوديو/العيادة كافية وتعمل جيداً.	
Q8	<i>Overall, the instructor's performance in the lab/studio/clinic was excellent.</i> بصورة عامة، كان أداء الأستاذ في هذا المساق ممتازاً.	

d. Students' Feedback with Respect to Course Learning Outcomes:

Course Learning outcomes (CLOs)	Average Score
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

4. Instructor's Course Assessment

a. Grade Distribution

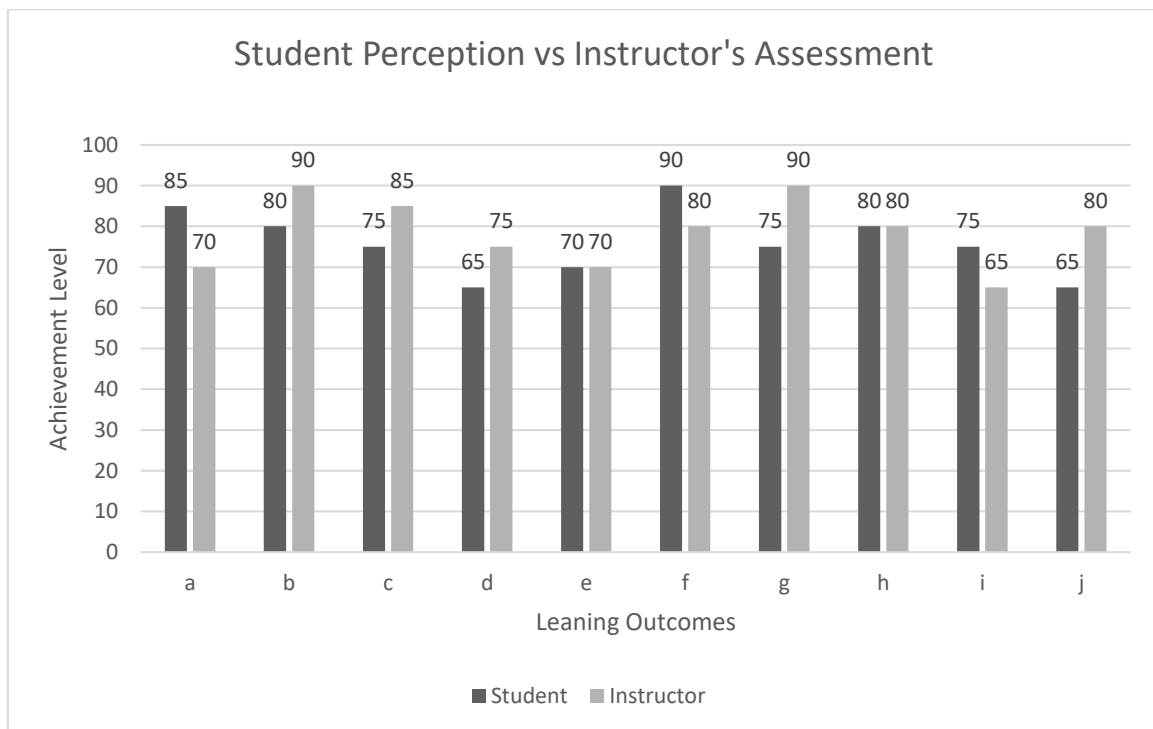


Comments on Grade Distribution:

Course Learning Outcomes Assessment (Using the CAP Program)

Course Learning Outcomes	Average Score
1.	
2.	
3.	
4.	
5.	
6.	
7.	

b. Graph Representation of Student – Instructor Assessment of Course Learning Outcomes



- d. How do students' perceptions concerning course learning outcomes differ from their assessment by the course instructor? Please comment on any discrepancy:

5. Continuous Quality Improvement

a. Improvements relative to previous offering of the course:

Course Learning Outcomes NOT Attained in the Last Offering (Semester: 20... .. - ...) (ex: 2017-2) (Can be obtained from Head of CEC Committee or IE Coordinator)	Approved Actions for Improvements by ACIC and CEC Committees	Feedback on Actions Implemented this Semester by Instructor and their Effectiveness

b. Recommended improvements for course learning outcomes not achieved in the current offering if any:

Course Learning Outcomes NOT Attained in the CURRENT Semester	Suggested Actions for Improvements by Course Instructor

c. General Feedback by Instructor for improving students' learning experience:

Item	Instructor's Comments
a. Appropriateness of the course learning outcomes مدى ملائمة مخرجات المساق التعليمية	
b. Extent to which the syllabus was covered مدى نطاق تغطية عناصر المقرر	
c. Appropriateness of textbook and other learning resources مدى ملائمة الكتاب الدراسي والموارد التعليمية الأخرى	
d. Appropriateness of prerequisites مدى ملائمة المتطلبات المسبقة	

d. Learning barriers and general comments on issues encountered in the course, if any:

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Instructor's Signature

Date

Appendix 4

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: