POLICIES AND PROCEDURES MANUAL

UPDATED FEBRUARY 17, 2020

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Introduction

Following the ERT Audit Report dated August 20, 2019, the Policies and Procedures Manual of the College has been amended. This document details the existing and additional policies and procedures which are reflected in institutional handbooks.

The City University College of Ajman (CUCA), located in the emirate of Ajman, is officially licensed since 1 August 2011, under the name of *City University College of Ajman*, from the Ministry of Education – Higher Education Affairs of the United Arab Emirates, to award degrees in higher education.

CUCA received initial accreditation in January 2012 for a Bachelor of Business Administration (BBA) degree program with two specializations: Finance and Accounting, and Marketing. The semester started with 45 students and 7 faculty members.

Since then, CUCA has expanded rapidly. In Fall 2018, we have 60 full-time faculty members, 2050 students of diverse nationalities enrolled in 5 programs and 17 specializations, and 1010 students graduated in the last 3 years. In addition, in September 2017 the College became a member of AACSB, an international accrediting agency for business schools. This tangible success has been an outcome of the dedication of the management, faculty and staff members.

In 2015, CUCA commenced the construction of its State-of-the-Art new campus in the city of Ajman.

Phase 1 of the campus was completed in November 2017 with a capacity of 3500 students. Phase 2 and 3, when completed, will have a total capacity of 7500 students. In mid-December 2017, CUCA moved to its new campus.

CUCA is strongly committed to offering top quality educational programs that will have significant and positive impact on society. The College strategic plan for 2018-2023 explains how it will continue in its path of success, amid internal and external challenges. The focus of the plan is to build on the previous efforts to enhance student experience and research, improve internationalization strategy and internal processes effectiveness. It defines how CUCA will steadfastly move with continuous improvement for all stakeholders. Delivering this plan will require responsiveness to changes on the part of the Board, faculty, administrative staff, and students in both the internal and external environments.

This document is divided into 4 sections. Section 1 gives an overview of the College. Sections 2 describes the strategic plan and its effectiveness. Sections 3 and 4 describe, respectively, how the College manages operational risk, and the growth projections.

Vision

City University College of Ajman (CUCA) aspires to become a distinguished comprehensive College at the national, regional, and international levels.

Mission

The mission of City University College of Ajman is to offer a competitive fee structure and sustainable top-quality, and market-driven academic programs that foster individual growth. It facilitates a teaching and learning environment centered on critical thinking, innovation, and creativity, while facilitating high level of employability, regionally and globally for its graduates. CUCA provides its students with diverse education programs in the fields of humanities and social sciences, informatics, engineering and health sciences. In addition, CUCA contributes to the development of knowledge economy as it promotes research and scholarly activities and community engagement.

Core Values

Excellence

in all College functions including our academic programs, student support, community engagement, and other services.

Empowerment

by delegating authority and accountability to all faculty and staff members to promote efficiency and problem-solving at all levels.

Motivation

through our recognition and rewards program while ensuring everyone feels that they are an integral part of the CUCA team.

Diversity

in teaching and learning for students from different cultural backgrounds to establish a top-notch learning environment.

Integrity

in any activity within and outside of the College.

Ethics

through honesty and transparency, coupled with trust, responsibility, and honor.

Respect

for all individuals, along with the customs and practices of the UAE.

Teamwork

in all College activities, especially between faculty, staff members, and students.

Preparedness

by anticipating change and responding to the requirements of our stakeholders.

Dedication

to the profession of teaching and improving the total learning experience for our students.

Innovation

By encouraging and supporting innovation, at the academic and administrative levels, to provide solutions for improving teaching and learning, and contributing to the growth of the UAE society.

Leadership

By empowering our students, faculty, and staff to be more aware of their strengths, innovation, and creativity.

Governance and Management

Mission Development Process

Developing the CUCA mission follows the steps outlined below:

1. Identify all internal and external stakeholders and assess their impact on the College.
2. Analyze Threats, Opportunities, Weaknesses, and Strengths (SWOT) which are also part of the CUCA Strategic Plan.
3. Review the existing mission statement and compare to the SWOT analysis.
4. Develop a new mission statement based on these results.
5. Distribute the newly-developed mission statement to the principal stakeholders including faculty, students, alumni, committees and advisory boards, and the senior College leadership for input. Include any relevant information discussed earlier in this policy to aid these stakeholders.
6. Consolidate the inputs received and write the new mission.
7. Submit the final mission statement to the CUCA Board for their review and approval.

Use the newly-approved mission statement to develop future CUCA goals, objectives, and related policies. This is an on-going process. The mission review should take place in detail every two years to account for changes that occur in both internal and external environments.

Mission Approval and Publication

The CUCA Board of Trustees approves the vision and mission statements. Once approved, the College publishes the vision and mission statements in all principal publications and on the CUCA website. These publications include the *Catalog, Faculty Handbook, Institutional Effectiveness Manual, Policy and Procedures, Staff Handbook,* and *Student Handbook.*

Mission and Vision Review

The CUCA Board of Trustees requires the College to review its vision and mission statements every two years and update them as required.

The Organizational Structure

Figure 1 shows the CUCA Organizational Structure

Figure 1: CUCA Organizational Structure

Organizational Chart

CUCA | CITY UNIVERSITY COLLEGE OF AJMAN

كلية المدينة الجامعية بعجمان
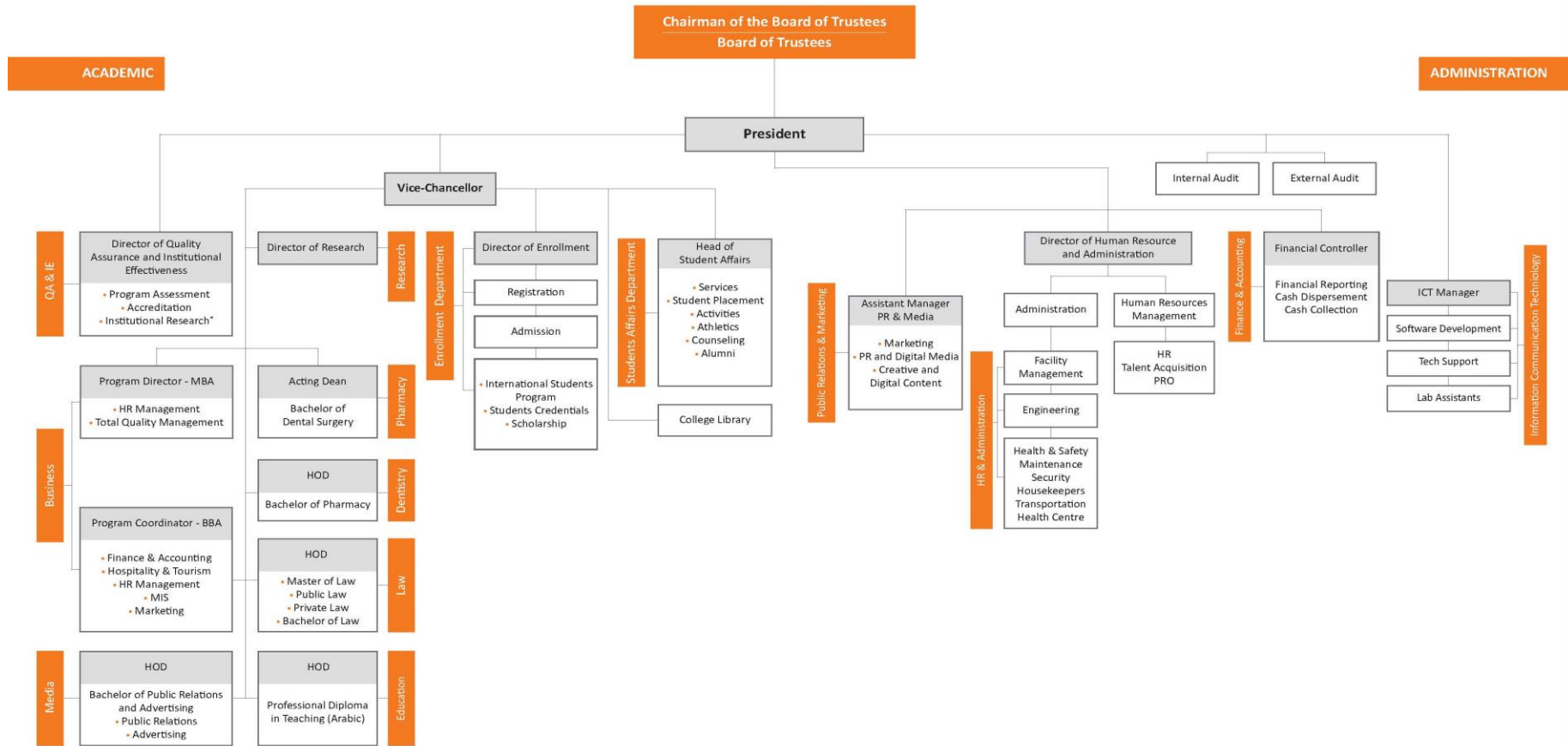
* Institutional research refers to research activities carried out in college by collecting and analyzing data concerning students, faculty, staff, and other educational facilities.

The Governing Body

Section 1: Terms of Reference of the Board of Trustees

The Board of Trustees shall have the power and authority to exercise the following duties and responsibilities:

1. Setting and approving the College vision, mission, goals and strategic plan.
2. Monitoring the financial status of the College and ensuring that it operates within its established budget.
3. Monitoring the execution of the College strategic plan.
4. Establishing procedures to protect the College from risks.
5. Ensuring that programs are consistent with the College mission.
6. Approving:
   a. the College vision, mission, Bylaws, Policies and Procedures, and Strategic Plan;
   b. cooperation agreements and MOUs with businesses, and educational institutes;
   c. the appointment of the Deans of the colleges based on the nomination of the President of the College;
   d. the College academic programs and specializations;
   e. the College annual budget; and
   f. the honorary and course degrees

Sub-Section 1.1: Meetings

The annual meeting of the Board of Trustees shall be held in the city of Ajman during the first semester of the academic year. There shall be two other regular meetings of the Board each year, one in the Fall Semester and one in the Spring Semester. The date for each of such meetings shall be determined not later than the preceding regular meeting of the Board. The time and place of these regular meetings shall be determined by the President of the College with the approval of the Chair of the Board.

Sub-Section 1.2: Notice of Meetings

Notice of each meeting of the Board of Trustees, stating the time and place thereof, shall be mailed to each member of the Board not fewer than five days nor more than ten days before the meeting.

Sub-Section 1.3: Quorum and Voting

At each meeting of the Board of Trustees, a majority of the whole number shall constitute a quorum for the transaction of business. Except as otherwise provided by law, or by these bylaws, a majority of those present and voting shall decide any question that may come before the meeting.

Sub-Section 1.4: Telephone Participation

Any one or more members of the Board or any committee thereof may participate in a meeting of such board or committee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participating by such means shall constitute presence in person at a meeting.

Sub-Section 1.5: Order of Business

The order of business at each meeting of the Board of Trustees shall be determined by the of the Board.

Section 2: Officers

Sub-Section 2.1: Number and Selection

The officers of the College are the President of the College, the Vice Chancellor for Academic Affairs, and such other officers as the Board may from time to time determine. Other officers shall be selected by the Board of Trustees.

Sub-Section 2.2: Terms of Office

Each of the above enumerated officers shall hold office at the pleasure of the Board of Trustees and may be removed from office at any time by the Board.

Sub-Section 2.3: Vacancies

If any vacancy shall occur among the officers, such vacancy shall be filled by the Board of Trustees.

Sub-Section 2.4: Chairman of the Board

The Chairman of the Board of Trustees shall preside at all meetings of the Board and shall perform all required duties.

Section 3: Effectiveness of the Governing Body

The effectiveness of the Board of trustees shall be assessed by the following criteria:

1. Financial stability of the College by assuring the availability of funds to achieve the College goals.
2. Degree of achievement of College goals specified in the strategic plan.
3. Effectiveness of the approved academic and administrative policies after one year of implementation.
4. Success of College Alumni in the Society.
5. Reputation of College in the eyes of applicants, employers, students, staff and faculty.
6. Environment offered to College students, faculty, and non-academic staff.
7. Quality of College Faculty.
8. Protecting the College from risks.
9. Consistency of academic programs with the College mission.
10. Non-interference of the owners on the daily management of the College.

The Office of Quality Assurance and Institutional Effectiveness shall conduct the assessment biannually and shall report the results to the College President.

Roles and Responsibilities

The President/CEO
As delegated by the BOD, the President exercises broad authority in carrying out the responsibilities of the position. The President performs the following functions:

❍ Advises the BOD on policy development and review in the capacity of executive officer.
❍ Prepares and submits an annual plan and budget recommendations to the BOD; implements the College budget as directed.
❍ Works with the BOD to develop and implement stakeholder, local government, institutional outreach strategies, and partnerships.
❍ Act as the liaison, provides the BOD with a timely flow of information regarding the College and its needs.
❍ Ensures sound fiscal practices and expands the fiscal resources of the College.
❍ Recommends to the BOD, in coordination with the Vice-Chancellor, to add new academic programs within the scope of the College vision and mission.

The Vice-Chancellor
The Vice-Chancellor is responsible for the following:

❍ Has overall executive responsibilities as the President / Chief Executive Officer (CEO) of the College.

- ❍ Supervises the implementation of College policies and by-laws and represents the College at public and private events.
- ❍ Submits a detailed annual report to the BOD summarizing College achievements and future plans.
- ❍ Monitors the progress of assessment for all College programs.
- ❍ Approves employee promotion, termination, and other pertinent actions as specified in the College By-laws, and issues necessary relevant decrees.
- ❍ Submits the proposed annual budget and periodic financial reports for the College to the BOD.
- ❍ Oversees the effectiveness and excellence of College functions.

The Dean

The Main responsibilities of the Dean are as follows:
- ❍ Chief Academic Officer (CAO) of the College.
- ❍ Oversees all academic affairs and the coordination among College departments.
- ❍ Supervises the implementation of academic policies and represents the College at public and private events.
- ❍ Approves appointments of faculty members, teaching assistants, and laboratory technicians, upon recommendation of the Department Chairs.
- ❍ Oversees plans for community service, research, and cultural relationships with other universities.

(Refer to Job Description Handbook for all job position descriptions)

The Standing Committees

Figure 2 shows the CUCA Committee Structure.

Figure 2: Committee Structure
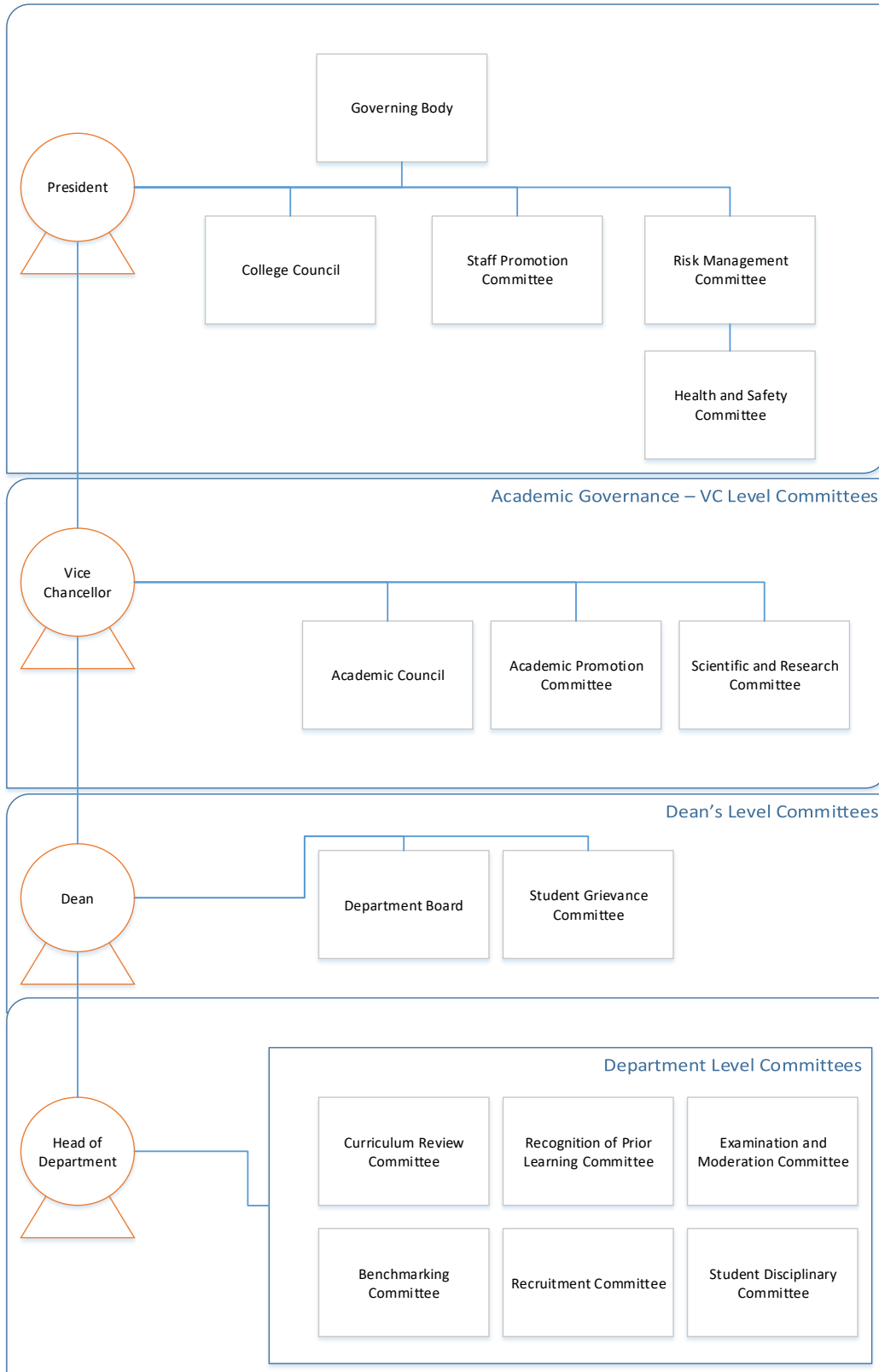
Terms of Reference of the College Council (CC)

Role	The College Council shall be responsible of all academic, administrative and financial affairs, in addition to campus infrastructure related issues
Responsibilities	1. Ensure implementation of all goals of the College Mission and Strategic Plan 2. Advise on the development of the strategic plan 3. Advise on the finance and budget proposals for recommendation to the President for approval 4. Consider the development of the College and the resources needed to support strategic and operational development 5. Advise on the direction and focus of operational processes of academic support services 6. Advise on the direction and focus of the academic disciplines 7. Recommend policy for the admission of students, teaching and learning, assessment, standards, graduation and alumni 8. Ensure College processes are in-line with the policies and regulations of the Ministry of Education 9. Decisions on staff recruitment, development and implementation
Chair	President
Reporting to	Board of Directors
Membership	President Vice Chancellor QA&IE Director Deans President, Student Council
Frequency of Meeting	The CC meets monthly and a minimum of 9 times per year, which may exclude summer vacation periods where appropriate. The Chair may call for "Special Meetings as and when required.
Quorum	Quorum is declared when 5 members are present including the Chair.
Selection of Members	Membership is automatic for the post-holder.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the

	Chairman will be considered.
Renewal of Membership	Membership is automatically renewed unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Risk Management Committee (RMC)

Role	The RMC is responsible for identifying, assessing, monitoring and mitigating strategic and operational risks of the College
Responsibilities	1. Develop and/or review policies and procedures to ensure that mitigation strategies are in place to address potential risks 2. To assist in the identification of risks in all areas of college operation 3. Manage the implementation of mitigation strategies, including identifying tools, systems, and/or implementation steps to identify, assess, measure, monitor and report risks 4. Monitor and report critical issues to the Vice Chancellor for mitigation and/or allocation of funds 5. Re-calibrate risks impact on the basis of risk assessments
Chair	President
Reporting to	Board of Directors
Membership	President Vice Chancellor QA&IE Director Dean HoDs, Academic Departments HoDs, Non-Academic Departments Chair, Health and Safety Committee
Frequency of Meeting	Once at the beginning of every semester; and once at the end of every semester; and as determined by the Chair
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Membership is automatic to the post-holder. Chair of Health and Safety Committee is by appointment of the President.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Membership is for 1 year unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Health and Safety Committee (HSC)

Role	To maintain healthy and safe college environment and to identify, assess, treat and monitor strategic and operational safety issues and risks of the College
Responsibilities	1. Develop and/or review policies and procedures to ensure smooth admission of students to the different programs at the College 2. To assist in the identification of risks in all operational and strategic areas of the college 3. Manage the implementation of mitigations strategies, including identifying tools, systems, and/or implementation steps to identify, assess, measure, monitor and report risks 4. Ensure health and safety standards are met 5. Conduct compliance and risk assessments 6. Monitor and report critical issues 7. Prepare improvement action plans
Chair	Campus Supervisor
Reporting to	Chair, Risk Management Committee
Membership	Campus Supervisor Campus Engineer Representative from each department President, Student Council or nominee
Frequency of Meeting	Once a month. The Chair may call for extraordinary meeting as and when deemed necessary. Notice of the meeting shall be sent to all members no less than 4 weeks in advance. Papers for discussion will be circulated no less than 1 week prior to the meeting.
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Membership is by nomination of the Vice Chancellor
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Automatic renewal of membership unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Academic Council (AC)

Role	By delegation of authority by the President to the Vice Chancellor, the Academic Council is chaired by the VC, and is responsible for the academic governance of the College
Responsibilities	1. Supervise the implementation of College policies. 2. Formulate plans that secure the appropriate infrastructure to execute College objectives. 3. Recommend new by-laws and policies applicable to academics and program support, or recommend changes to existing ones, to the Board. 4. Approve College study plans from the colleges. 5. Recommend, the award of academic degrees to the Board. 6. Recommend changes to policies, terms, and conditions for student admission and enrolment in accordance with the CAA Standards, to the Board. 7. Commission and oversee feasibility studies to determine and establish new departments, non-academic units, and programs for approval by the Board. 8. Follow-through with the implementation of College plans for teaching, research, and community services. 9. Review reports on faculty positions, hiring, and promotion and submit recommendations to the Board for approval. 10. Review institutional effectiveness assessment results and recommend actions necessary to ensure maintenance of the highest quality standards
Chair	Vice Chancellor
Reporting to	President
Membership	Vice Chancellor Dean HoDs, Academic Departments or nominees Two representatives from QA and IE HoDs, Non-Academic Departments or nominees Two senior student members (graduate and undergraduate), one male and one female with good academic standing
Frequency of Meeting	Once every semester. The Chair may call for extraordinary meeting as and when deemed necessary. Notice of the meeting shall be sent to all members no less than 4 weeks in advance. Papers for discussion will be circulated no less than 1 week prior to the meeting.
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.

Selection of Members	Membership is automatic to the post-holders.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Automatic renewal of membership unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Academic Promotion Committee (APC)

Role	To review the results of the academic staff performance appraisal for promotion purposes
Responsibilities	1. Develop and/or review policies and procedures related to faculty promotion 2. Review applications for promotion 3. Assign internal and external experts/assessors to evaluate faculty research portfolio 4. Contacting referees 5. Oversee and/or conduct the interviews of faculty line up for promotion 6. Take necessary decisions on promotion applications and convey such decisions to applicants 7. Prepare an annual report for presentation and review by the Vice Chancellor
Chair	Vice Chancellor
Reporting to	President
Membership	Vice Chancellor Dean HoD-Human Resources Appointed Faculty with Professor position
Frequency of Meeting	Once every semester and as determined by the Chair
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Membership is automatic to the post-holder. Appointment of faculty with Professor position shall be through nomination of the Vice Chancellor.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the

	Chairman will be considered.
Renewal of Membership	Membership is for 1 year unless terminated for failure to comply with the terms of reference.

Terms of Reference of Staff Promotion Committee (SPC)

Role	To maintain and organize the promotion process in accordance to the College staff promotion policy
Responsibilities	1. Explain to staff members the procedures and criteria for promotion 2. Receive the staff promotion dossier from the Head of Department 3. Ensure that all promotion criteria are satisfied 4. Submit the Staff Promotion Dossier to the President 5. Maintain a Committee File of Records and meeting minutes.
Chair	President
Reporting to	Board of Directors
Membership	Director, HR and Administration HoD, Non-academic
Frequency of Meeting	Formed annually at the beginning of an academic year. The Chair may call for extraordinary meeting as and when deemed necessary. Notice of the meeting shall be sent to all members no less than 4 weeks in advance. Papers for discussion will be circulated no less than 1 week prior to the meeting.
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Membership is automatic for the post-holders.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Automatic renewal of membership unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Student Grievance Committee

Role	To discuss and decide on matters referred to the committee regarding student grievance
Responsibilities	1. To develop and/or review policies and procedures for the redress of students' grievance 2. To ensure that students are properly informed of the policies and procedures related to grievance 3. To provide students with avenue to air their grievances without fear of prejudice or unfair treatment 4. To investigate on issues and provide necessary recommendations to the concerned units/departments within the College on action to be taken to address the grievance 5. To provide students with timely feedback on actions taken related to grievances referred to the Committee 6. To recommend improvement action plan to address grievance issues 7. To provide annual report on grievance raised and actions taken to the Head of Department **Conflict of Interest Disclosure:** Members of the committee must declare conflict of interest or potential conflict of interest that may arise before any discussion of grievance issues of students. A conflict of interest refers to any situation in which the member may be the person against which grievance has been filed or have real, potential or perceived influence on the issued being discussed and are therefore required to be absent from the committee and leave the decision to the other members. The Committee may set-up an Investigation Committee to look into the merits of the grievance and submit report and recommendation to the Grievance Committee.
Chair	Dean
Reporting to	Vice Chancellor
Membership	Appointed Faculty HoD, Student Affairs
Frequency of Meeting	As determined by the Chair
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Membership is through nomination of the Head of Department.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.

Renewal of Membership	Membership is for 1 year unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Scientific and Research Committee

Role	To increase the annual number of refereed publications per faculty, and the percentage of research-active faculty.
Responsibilities	1. Encourage, promote and coordinate research and scholarly works in Humanities and Social Sciences, Informatics, Engineering, and Health Sciences. 2. Define research targets for each college and department and extend support to achieve these targets. 3. Develop and implement an effective internal and external funding mechanism to provide research grants to faculty in all colleges. 4. Provide opportunities to faculty and graduate students to obtain external research grants and nurture partnerships with organizations and businesses. 5. Encourage multidisciplinary research among various colleges and departments. 6. Promote and enhance the culture of research at the College by organizing an annual research event. 7. Assist colleges in organizing national and international scientific conferences. 8. Cooperate with colleges in developing joint research, at the regional and international levels. 9. Submit annual report to the VC. 10. Maintain a Committee File of Records and meeting minutes.
Chair	Director of Research
Reporting to	Vice Chancellor
Membership	Appointed Faculty (5) with more than two years of research works at CUCA.
Frequency of Meeting	Once every two months and as determined by the Chair
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Chairmanship is by nomination of the Dean for Faculty with Associate or Professor rank, subject to the approval of the Academic Council. Membership is by nomination of the Chair.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is

	considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Membership is for 1 year unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Examination and Moderation Committee

Role	To oversee examination, moderation and assessment at department
Responsibilities	1. Develop and/or review policies and procedures related to student assessment, moderations and examinations and forward proposals/recommendations to the Dean 2. Ensure that assessment methods are benchmarked with international standards of good practice 3. Carry out examination moderation/vetting 4. Oversee smooth proctoring of examinations 5. Assist academic departments during post-assessment moderation 6. Organize Final Examinations 7. Prepare examinations incident reports (if any) and any reports related to examination, assessment and moderation for presentation and review of the Dean
Chair	HoD/ Deputy HoD
Reporting to	Dean
Membership	Appointed Faculty and Staff
Frequency of Meeting	Once every semester and as required by the Chairman
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Chairmanship is by nomination of the Dean. Faculty and staff membership is through nomination of the academic HoDs subject to the approval of the Dean
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Membership is for 1 year unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Student Disciplinary Committee

Role	Review and implement necessary decisions related to student appropriate behaviour and misconduct
Responsibilities	1. Develop and/or review policies and procedures related to academic misconduct of students 2. Review cases of student misconduct including but not limited to plagiarism, cheating and collusion 3. Render decisions on cases related to academic misconduct 4. Prepare end-semester reports on cases of student misconduct and submit the same for review of the Department Chair.
Chair	Dean
Reporting to	Vice Chancellor
Membership	Chair, HoD Nominated faculty HoD-Student Affairs or nominee HoD-Registration and Admission or nominee
Frequency of Meeting	Once every semester or as and when the incident arise. The Chair may call for extraordinary meeting as and when deemed necessary. Notice of the meeting shall be sent to all members no less than 2 weeks in advance. Papers for discussion will be circulated no less than 1 week prior to the meeting.
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Chairmanship is automatic for the HoDs. Membership is by nomination.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Renewal of membership is on rotation basis.

Terms of Reference of the Curriculum Committee

Role	To improve teaching and learning quality, and to assure that all curricula are aligned with CU mission and strategic goals and in compliance with the CAA standards..
Responsibilities	1. Develop criteria and procedures to evaluate proposed courses and curricula in terms of their contribution to the mission and strategic goals of CUCA, and in compliance to the CAA standards. 2. Apply these criteria and procedures to all proposed courses and curricula after approval from the VC. 3. Examine periodically existing courses and curricula to assure they contribute to the College mission and strategic goals, and in compliance with the CAA Standards. 4. Recommend changes as appropriate. 5. Examine department requests for curricular changes and submit recommendations to the VC. 6. Evaluate the effectiveness of the College curricula and recommend courses that enhance curriculum requirements. 7. Submit semester report to the VC. 8. Maintain a Committee File of Records and meeting minutes
Chair	Dean
Reporting to	Vice Chancellor
Membership	Nominated Faculty (7) Representative, QA and IE
Frequency of Meeting	Once every semester and as determined by the Chair.
Quorum	Quorum is declared when majority is present. Majority is defined as HoD, Faculty and internal members are present.
Selection of Members	Chairmanship automatic to the Dean
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Membership is for 1 year unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Benchmarking Committee

Role	To benchmark CUCA practices with reputable Higher Education Institutions (HEIs) within and outside the UAE.
Responsibilities	1. To identify areas of College operation for benchmarking 2. To identify reputable and best-in-class institutions for benchmarking 3. To prepare the proposal taking into consideration the interest of the College, the benefits for the College, and the security, confidentiality and validity of information to be exchanged with the partner institution 4. To ensure that Memorandum of Agreement/Understanding are prepared with utmost care and consideration to protect College information before, during and after results of the benchmarking exercises, and to carry out the activities and conditions as per MoU/MoA. 5. Conduct benchmarking activities within the CUCA Benchmarking Framework
Chair	Appointed Faculty and Staff
Reporting to	Head of Department
Membership	Appointed Faculty and Staff
Frequency of Meeting	Once every two months and as determined by the Chair
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Membership is by nomination of the Chair.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Membership is for 1 year unless terminated for failure to comply with the terms of reference.

Terms of Reference of Recognition of Prior Learning (RPL) Committee

Role	To grant credits for formal, informal, and informal prior learningس, in accordance with the CAA Standards and the National Qualification Authority.
Responsibilities	1. Receive RPL requests from Admission and Registration. 2. Evaluate the RPL request. 3. Submit reports to VC. 4. Maintain a Committee File of Records and meeting minutes.
Chair	Nominated Faculty
Reporting to	VC
Membership	Nominated faculty (4) HoD-Admission and Registration or nominee
Frequency of Meeting	Once a year at the beginning of an academic year. The Chair may call for extraordinary meeting as and when deemed necessary. Notice of the meeting shall be sent to all members no less than 2 weeks in advance. Papers for discussion will be circulated no less than 1 week prior to the meeting.
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Membership is by nomination of the Head of Department.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.
Renewal of Membership	Automatic renewal of membership unless terminated for failure to comply with the terms of reference.

Terms of Reference of the Recruitment Committee

Role	To ensure the effective and efficient implementation of work procedures through proper allocation of manpower requirement as per job descriptions
Responsibilities	▪ Review applications, carry out initial and final screening of applicants, conduct interview, facilitate the necessary documentations, ensure joining of the required faculty and staff within expected timeframes ▪ Facilitate the induction of newly-hired faculty and staff ▪ Prepare annual report regarding manpower requirement vis-à-vis faculty and staff recruited for presentation and review of the Vice Chancellor
Chair	Head of Department
Reporting to	Dean
Membership	Appointed faculty and staff
Frequency of Meeting	Once every semester and as determined by the Chair
Quorum	Quorum is declared when majority is present. Majority is defined as 50% +1.
Selection of Members	Chairmanship is automatic to the HoD.
External Members	External members may be invited as agreed by the majority, but do not have voting rights.
Voting	Decisions are made through voting – where majority of the votes is considered. In cases where the votes are equal, the vote of the Chairman will be considered.

Policy Development

Any *College Policy* issued at the College must be developed, approved, and published in accordance with the instructions and procedures described below. This *Policy 7.1*, along with its associated procedures and standards, serves as the prime directive for all policies generated at the College.

Definitions
College Policy

A College Policy is a written directive that applies throughout the College. If not followed, there could be serious and significant impact or damage to the College. This type of policy is usually developed by the senior administration to reinforce the College mission, ensure people follow UAE laws and regulations, minimize institutional risk, and comply with the CAA *Standards.*

Administrative Policy

An Administrative Policy is a written statement that has general applicability to members of the College community. Senior management develops and issues these types of policies in order to establish operational rules or promote operational efficiencies. Administrative policies are most often temporary in nature and may supplement but must *never* conflict with a College Policy. These policies could eventually become a College Policy. The means of communicating Administrative Policies is electronically, in print, or both.

College Policy

A College Policy is one that applies only to the internal operations of an individual college, department, or unit within the College. College Policy may exist in order to promote operational efficiencies or enhance the mission of that college, department, or unit, but does *not* broadly apply across the College. These policies deal with subjects that are not addressed by College or Administrative Policy and may supplement but must never conflict with College or Administrative Policy.

Procedures

Procedures contain a series of consecutive steps required to carry out the requirements of a policy. Procedures often have detailed instructions, definitions, or forms to prepare and submit to ensure compliance with the policy they accompany.

Applicability

This policy applies to any employee who develops, reviews, approves, publishes, or otherwise engages in writing and distributing College Policies.

Reason for Policy

College Policies must be current, consistent, and available to everyone who is expected

to comply with them. This *Policy on Development, Approval and Publication of Policy* is necessary to ensure the standardization and clarity of College Policies. In addition, it complies with the CAA *Standards* (2011), Section 1.5 and Stipulation 1A.

Compliance

College Policies that fail to follow the instructions of this policy will not be considered an official policy of the College. As a result, any non-compliant policy document will neither be released nor published at CUCA.

Roles and Responsibilities

Responsible Office

Under the direction of the Responsible College Officer, the Responsible Office develops and administers a particular policy and its procedures. The Responsible Office is accountable for the accuracy of the subject matter, issuance, and timely updating of the policy.

Responsible College Officer

The Responsible College Officer is the senior manager responsible for creating, implementing, and updating policies in the area of responsibility, as delegated by the Board of Trustees. The President, Vice President, and Deans are normally the Responsible College Officers. They are responsible for establishing and following the policy development, approval, publication procedures, and standards set forth in this document. They also ensure that the policies for which they are responsible are consistent with the College mission and goals, and any related policies, communicated properly, reviewed regularly, updated as needed, and monitored for compliance and effectiveness.

Standards for Policy Development

Policy Content: The following sections are normally included in each College Policy. For example, if there are defined consequences for not complying with a policy, those consequences must be stated in a *Compliance* section. If there are terms that must be defined in order for people to understand the policy, those terms and their definitions must be included in a *Definitions* section.

• Policy Number	• CAA Standard (as applicable)	• Issue Date
• Revision Date	• Subject	• Overview
• Responsible Office	• Responsible College Officer	• Cross-Reference
• Policy Statement	• Definitions	• Applicability (see Note)

Note: Unless otherwise stated, College Policies apply to <u>all</u> College employees.

Policy Approval

The CUCA Board of Trustees approves College Policies based on recommendations from the President. The President or Vice President develop College Policies depending on the subject matter. The President has primary authority and responsibility for developing College Policies.

Publication of College Policies

The senior College administration publishes and distributes all approved College and Administrative Policies to each college, department, or academic and administrative unit at the College.

The Office of Quality Assurance and Institutional Effectiveness adds updated and revised College Policies to the *Policies and Procedures* and enters document control information in the appropriate register. This ensures consistency and ease of locating and managing policies.

The Executive Secretary manages Administrative Policy publication, distribution, and maintenance.

The Responsible Office distributes an approved College Policy typically through email or printed copy.

Policy Review and Updates

The Responsible College Officer is required to review every policy periodically, but at least every two years. The Responsible College Officer will make or propose modifications as required to keep the policy current. The document history (in the heading of each policy) includes the issue date and the last revision date for document control purposes.

Policies may be modified by the Responsible College Officer whenever necessary to comply with regulatory changes or changes in College operations. Policy modifications will follow the same review and approval process as for new policies.

Institutional Planning

Strategic Planning

Policy Statement

This policy covers short-term operational and long-term strategic planning along with the review and revision of the CUCA Strategic Plan.

Procedures

CUCA uses a basic *strategic management* model to plot its future progress. The process is continuous, not just a single, one-time event. There are four main phases:

Phase 1 - Analyze Current Conditions

External Environment Scan

1. This requires identifying all stakeholders and determining how they could impact the College based on a posture of *resistance* (a potential threat) or *support* (a favorable opportunity).
2. Relevant stakeholders should be a part of this phase.
3. A stakeholder is any person, group, or organization, inside or out, that the College relies on to successfully conduct its programs.
4. Internal or external stakeholders are either *resisters* or *supporters* and include faculty, staff, students, alumni, employers, suppliers, and others.
5. Distribute the results to the appropriate individuals to assist in planning.

Internal Environment Scan

1. Analyze the CUCA organization structure.
2. Analyze internal activities required to meet the CAA *Standards.*
3. Identify any effects on internal stakeholders that are caused by the organizational structure or internal activities taking place (or not taking place)
4. Assess the impact that affected internal stakeholders have on CUCA and determine if any have a *resister* posture (weakness--attention required) or *supporter* posture (strength--possible advantage)

SWOT Analysis

1. Analyze any Strength-Weaknesses-Opportunities-Threats (SWOT) that CUCA should or may have to confront and choose a new strategy as required.
2. Perform a *vulnerability analysis* to determine the magnitude of the threats facing the College and its ability to react and respond to these threats (Table 4).

Gap Analysis

1. Create table of Current States.

2. Create Table of Future States.

Phase 2 - Strategy Formulation (The Strategic Plan)
1. Evaluate the current vision and mission statements after the SWOT and GAP Analyses and compare the results of KPI Achievements made and any connection or potential impact they may have on the mission.
2. Based on the results of this comparison, decide if any changes are required.
3. Update and associate the current objectives to the updated vision and mission statements.
4. Update any existing strategies and policies that require changing based on updated objectives.

Phase 3 - Strategy Deployment
1. Develop appropriate programs needed to deploy updated strategies and policies.
2. Determine the necessity and responsibility for program development, implementation, and follow-up.
3. Develop appropriate procedures as required.

Phase 4 - Assessment
1. This phase is used for evaluation and control. First, measure actual performance--the results obtained from assessment--against the planned objectives (not the mission statement) to verify that the planned objectives were met.
2. Any planned objectives that were not met require corrective action to maintain continuous improvement efforts.

Risk Management

Introduction

Risk is defined as a probability or threat of damage, injury, liability, loss, or other negative occurrence that is caused by external or internal vulnerabilities. With proper mitigations strategies, the impact of risks may be limited if not totally avoided. This Risk Management Plan sets out the CUCA policies and procedures related to all risks associated with the College Operation. The plan details the Policy and the Risk Management Framework: from identification, quantifying, preparing mitigation strategies, reporting, managing and calibrating the risk register. The plan also presents the identified risks in the different areas of the College operation, along with likelihood, severity, level of control, mitigation strategies and responsible unit/person.

Policy Statement

The management of risk enables the College to achieve outcomes that meet the strategic objective of sustained growth by providing educational services, research, commercialization, and community outreach.

CUCA is committed to a comprehensive and systematic approach directed towards the effective risk management of opportunities and adverse impacts.

The College views the taking of risk as an essential part of the business of higher education, in its management of core educational activities as well as its supporting activities. Risk is not only about threats to business that have to be managed; it is equally about the failure to seize opportunities. Risk management and internal control are linked to the fulfillment of the Mission, Vision, Goals, and Purpose of the College at all levels and in all areas.

The College also sees the strategic management of risk as an integral element within its decision-making processes and culture, supporting effective planning and evaluation of its activities, including encouragement of innovation and the management of change. Risk management is accepted as a creative component of management generally, not an "add-on."

It is accepted as axiomatic that good management is effective risk management, though the incorporation of systematic processes, engaging the whole of the institution, from its Board of Directors and Executive, through to departments and services.

The role of the Board of Directors and its External Auditors is to set internal control policies and to assure themselves that they are working as they should. It is the responsibility of College management to implement those policies, to identify and manage risks as a management activity.

In order to be effective, risk management has to be tangible, able to be audited, and explicitly incorporated into all major processes, with regular reporting of its operation to appropriate management and supervisory bodies.

The College is committed to the development of risk management processes as part of the "tool-kit" for all College managers and senior staff, to help facilitate more effective and cost-efficient College processes and an enhanced capacity to predict and control risk. Risk management decisions and practices are in accordance with the College values, ethics, leadership, and behaviors.

The College seeks to promote the development of a risk management culture in all sectors of the institution, through the acceptance by all staff of their shared responsibility for the good of the organization and the institution.
The College seeks to secure financial benefits through its risk management policy, e.g., in staff time, legal fees, insurance payments, bad debt reduction, etc., through the early recognition and management of risk.

Objectives
Our objective is the establishment of a comprehensive and systematic approach to the management of risks, threats, and opportunities by:
  o Developing a College-wide approach to the identification and management of risk including use of a common risk language.
  o Ensuring that identified risks are managed through the application of control measures that provide the best outcomes for all stakeholders.
  o Ensuring that material risks are monitored through formal documentation and review with mitigation controls being reported.
  o Maximizing safe and sound working conditions.
  o Evaluating physical conditions around the campus.
  o Evaluating on- and off-campus events to ensure appropriate safeguards are taken.
  o Evaluating contracts for requisite insurance coverage.
  o Evaluating various campus activities for potential risks to both individuals and CUCA.

The College seeks to enhance the security and safety of staff and students through the management of physical risks. The College will have insurance for its buildings, its equipment holdings, and physical facilities. Also the College will have an insurance with liability coverage for all employees. The insurance plan will cover an emergency

standby agreement for disaster recovery services in the event of any catastrophic loss or emergency situation.

Responsibilities

Effective risk management is a core requirement for each person with management responsibility for control and direction of any component within the College.

(Refer to Risk Management Plan 2019-2020 for more details)

Community Engagement

Policy Statement
External relations activities are an integral part of College operations.

This program provides the College Community with information about services available for external stakeholders.

Based largely on its teaching and learning, research, and community related activities the College strives to maintain close relationships with all internal and external stakeholders.

Designated academic and administrative staff, including Department Chairs or faculty, Marketing, Student Affairs, etc., coordinate closely with the senior administration to fulfil the strategic objectives of the College.

City University College of Ajman believes that community engagement is necessary to enhance its strategic position and represents an addition to its current strategic partnerships with professional, national and international communities. It also reflects the college's ambition to promote its academic objectives and enhance civil responsibility.

Since its inception, the College has completed several community activities and participations in which students, faculty members and staff contributed. The College has a policy of community engagement, including the application of intellectual, technical and technological resources, and the exploitation of the available talent at the College to cooperate with external partners on the priorities identified for achieving mutually beneficial results.

The College policy for community Engagement also includes a specific strategy used to achieve its objectives to serve Ajman and other UAE communities in which it operates. The strategy includes four objectives, activities under each area, implementation responsibilities, indicators of achievement and follow-up, and budgets for each area.

Objectives
Objective 1: To enhance students' professional knowledge
Activities
1. Organizing courses for students to train them to write CV and prepare for a professional interview.

2. Enhancing the interaction of faculty members with the private sector and the government sector to improve and develop educational programs, and linking

theory to practice.

3. Inviting business men and men of law (such as lawyers, judges and advisors) to give lectures within the college enhances the students' professional knowledge.

4. Organizing activities and exhibitions for students related to specialized programs and inviting businessmen / jurists and members of the community to participate therein.

Objective 2: Raise the level of knowledge among members of the community

Contribute to raising the level of knowledge among the members of the community in subjects related to culture, creativity and community health.

1. Organizing free training courses or lectures, inside or outside the college, related to culture and creativity, such as artificial intelligence, home economics, women's rights, community members and educational institutions.

2. Organizing free community health education lectures, both inside and outside the college, for community members and educational institutions, such as nutrition education and health.

3. Organization of activities on campus for community members and educational institutions related to culture, creativity, and community health.

Objective 3: To raise the level of environmental culture among the members of society

Raising the level of environmental culture among the members of the community and organizing and participating in environmental activities.

Activities

1. Organizing free seminars on the environment, inside or outside the college, in cooperation with the environmental institutions in the country, for members of the community, educational institutions, private sector institutions and the public sector.

2. Organizing environmental campaigns outside the college in cooperation with environmental institutions in the country, such as cleaning the beaches and educating the community not to throw garbage in the streets and public places, including students, faculty members, employees and members of the community.

3. Organizing creative competitions to develop the best environmental protection project, such as the project to reduce the consumption of plastic bags.

Objective 4: Increase the participation of students and faculty members in contemporary society issues

Collaborate and contribute with government agencies in spreading health, happiness and pride in their own abilities.

1. Organizing free lectures and seminars for members of the community, inside or outside the college, on the elimination of habits which are harmful to health and happiness such as obesity and addiction, and encourage the practice of all kinds of sports.

2. Cooperating with charities and carrying out volunteer work to help the poor and spread happiness in their lives, such as distributing Iftar in the holy month of Ramadan.

3. Organizing sports contests and creative seminars for those who are interested.

(Refer to Community Engagement Plan for more details)

Annual budget for community participation

The College has allocated the budget shown in Table 9 for the implementation of its Strategic Plan for Community Participation over the next five years. The annual budget is specific to all plan objectives.

Table 1: Annual budget for community participation (in AED)

2023	2022	2021	2020	2019
52,000	44,000	36,000	27,000	20,000

Advisory Board

The college formed an Advisory Council for Community Participation, which includes members from the college and the community. The Advisory Board recommends the development of programs and activities designed for community participation, and feedback to senior management of the College.

CUCA Research Strategy

CUA research strategy stems from its Strategic Goal (Encouraging a College-Wide research culture among faculty and staff) and aims at the following objectives:

1. Increasing research budget.
2. Increasing research output.
3. Fostering cooperative research.
4. Encouraging student research

Increasing Research Budget

CUCA will make available a research fund of AED 420,000 for 2019 - 2020 and will increase it annually for the subsequent 4 years, to accompany the faculty growth. The following table shows the annual research fund during the next five years 2019 - 2024. This budget is separate from the College annual budget.

2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024
AED 520,000	AED 641,063	AED 796,250	AED 1,012,922	AED 1,327,333

Increasing Research Output

The College research output for the 2018 – 2019 academic year is 0.6/faculty. The current Full-Time Faculty (FFT) count is 70, compared to 60 in 2018-2019.

To increase the faculty research output during the next 5 academic years, CUCA has set the following strategic actions:

1. Each department is shall define its own R&D projects that are in line with CUCA mission and to its area of concentration.
2. Each R&D project must be aligned to the criteria established by CHEDS.
3. Each department shall establish its own research committee to manage the its research output.
4. Each faculty is required to publish at least one refereed paper per year, in his/her area of specialization, and within the department R&D project.
5. Faculty members are encouraged to produce other forms of scholarly research works, such as but not limited to:
   a. Writing of case studies, textbooks or monographs.
   b. Intellectual contributions at academic/ professional conferences or meetings.
   c. Other scholarly works that are of interest to CUCA.

6. In the event that a full-time faculty fails to achieve (item 4), this will have a negative impact on his/her performance evaluation.
7. Course Release
   a. Any faculty member who gets a paper accepted and published in a refereed international journal will receive one course release time in the following academic year.
   b. The publishes paper must meet the following criteria:

      i. It should be in line with CUCA mission.
      ii. It should be part of the faculty R&D project.
      iii. It should meet the 5 criteria established by CHEDS.
   c. No more than one course release shall be granted per faculty member per one academic year

Fostering Cooperative Research

CUCA encourages its faculty to develop cooperative research at the national, regional, or international levels.

Encouraging Student Research

Faculty are encouraged to engage senior undergraduate and graduate students in developing research project that have immediate impact on the economy and employablity.

(Refer to Research Strategy 2019-2024 for more details)

R&D Types

R&D covers the following three types of activity:

1. Basic research is experimental or theoretical work undertaken primarily to acquire new knowledge of the underlying foundation of phenomena and observable facts, without any particular application or use in view.
2. Applied research is original investigation undertaken in order to acquire new knowledge. It is, however, directed primarily towards a specific, practical aim or objective.
3. Experimental development is systematic work, drawing on knowledge gained from research and practical experience and producing additional knowledge, which is directed to producing new products or processes or to improving existing products or processes.

R&D Categories

R&D is classified according to the following knowledge:

1. Natural Sciences
2. Engineering and technology
3. Medical and Health Sciences
4. Agricultural and Veterinary Sciences
5. Social Sciences
6. Humanities and the Arts.

Quality Assurance

Assessment System

Assessment Objectives

The Office of Institutional Effectiveness and its Quality Assurance Unit conduct activities necessary to measure the effectiveness of the College and each of its programs, units, and services.

Assessment objectives include the following items:
- Provide feedback for continuous improvement.
- Provide input for planning and decision-making in related processes.
- Plan for the following periods: Strategic, Long-Term, and Short-Term.
- Effectively and efficiently allocate resources.
- Improve and revise curriculum.
- Develop faculty and staff.
- Determine student satisfaction with CUCA educational experiences.
- Determine faculty and staff satisfaction with organizational culture, climate, mission, programs, and services.
- Determine graduate perceptions of their experience at CUCA.
- Determine reasons for withdrawals.
- Measure efficiency and effectiveness of CUCA processes.

Assessment Guidelines

Assessment results are used to improve decision-making about curricula, instructional strategies and support services, to improve processes, and to improve responsiveness to the community.

- Assessment is a continuous process and not just a one-time event.
- Plans are flexible and reflect the diversity of CUCA programs and intended student learning outcomes.
- Data from non-aggregate assessment measures are for the internal use of CUCA and are intended to improve learning outcomes, programs, processes, and services.
- Faculty determine what and how they teach; course assessment provides a means for determining if current methods work with students and if faculty are collecting or receiving the necessary data to make improvements.
- Assessment is comprehensive and involves students, non-returning students, graduates, transfer students, faculty, staff, employers, and **community members.**
- Assessment results are not used to evaluate program viability.

- Assessment results are not used to evaluate personnel.

Responsibilities of Leading Officers in Assessment

The Vice Chancellor

The Vice Chancellor (Chief Executive Officer) has the overall responsibility for all assessment planning activities taking place at CUCA. The Director of Institutional Effectiveness reports directly to the Vice Chancellor. The Director and the Quality Assurance Officers, collectively known as IE-QA, assist the Vice Chancellor with assessment applications, assessment results, and using the results for further improvement.

The primary criteria for evaluation will be effectiveness in:
- Discharging assigned duties.
- Enabling the effectiveness of others in support of CUCA goals.
- Complying with CUCA policies and rules.

The Vice Chancellor is responsible for ensuring:
- Each department in the College develops and updates appropriate assessment plans for student outcomes.
- Departments cooperate with the IE-QA to ensure relevant data is collected, analyzed, interpreted, and reported.
- The results are utilized to plan program improvements.

The Vice Chancellor verifies that the appropriate information has been provided and all procedures have been followed.

The Vice Chancellor is expected to:
- Encourage departments to utilize available resources to improve their plans and activities.
- Seek to include in resource planning the provision for appropriate financial and human resources for assessment implementation.

The Dean

The Dean (Chief Academic Officer) is responsible for ensuring that approved assessment plans are implemented. The Dean coordinates with IE-QA to ensure data is collected and analyzed, results are reported, and then used to plan for program improvements. IE-QA aligns its data management practices closely with those of CHEDS.

Each Department Chair will prepare an annual report and submit it to the Dean. These annual reports will include clear descriptions of assessment results and plans for using those results in program improvement.

In addition, the Dean is responsible for the following steps:
- Receiving the student evaluation report packets and Grade Distribution Reports.
- Receiving copies of the instructional material from all faculty members.
- Participating in instructional evaluation and completing or receiving the Instructional Input Forms.
- Reviewing the Evaluation Summary Form for each faculty member.
- Sending the Faculty Evaluation Summary forms to the Vice Chancellor, after the completion of its process.

The Director, Institutional Effectiveness and Quality Assurance

The Director of Institutional Effectiveness (IE) reports directly to the Vice Chancellor. The Director and Quality Assurance Officers, or IE-QA, are responsible for leading CUCA initiatives related to assessing the effectiveness of academic programs and each educational and administrative support units. Its primary purpose is to help the College achieve its goals and objectives through the continuous improvement of these programs, services, and units. IE-QA also performs various institutional research functions and serves as the principal element for conducting the College-wide institutional effectiveness assessment.
- To achieve the goals mentioned above, quantitative and qualitative data collection is required. For example, the data identified below is collected and analyzed following CHEDS requirements, along with data available at the department and unit levels. The frequency of data collection and the responsible person or office follows.

Evaluation of the QA and IE Department

1. Unit's Operational Plan
   Evaluation of the unit's operational plan shall be based on the percentage of achievement of set targets
2. Support for other units in the preparation of their operational plans
   Evaluation shall be based on the availability of operational plans for each unit within the College
3. Reporting on the results of the surveys
   Evaluation shall be based on the analysis and reports generated on surveys related to all services within the College
4. Workshops Conducted

Evaluation shall be based on the satisfaction survey of faculty/staff who participated

5. Reporting on program assessment
   Evaluation shall be based on the generation of semester report regarding CLO achievement.

Program Assessment Strategy

CUCA employs a comprehensive strategy for program assessment. As shown in Figure 6, the process starts with (1) developing the Program Learning Outcomes (PLOs); (2) designing the curriculum map and the Course Learning Outcomes (CLOs); (3) determining Assessments and Criteria for Success; (4) collecting Data; (5) analyzing and interpreting the results; and (6) improving the process and documenting the program assessment outcomes.

(Refer to Institutional Effectiveness and Quality Assurance Manual for more details)

Human Resources Policies and Procedures

Recruitment Policy

The objective of the Recruitment policy is to define the basic principles to be used to ensure that the right applicants are recruited for the right positions and the recruited employees possess the required qualification, experience, set of skills and knowledge to perform their job effectively and efficiently. It is done in accordance with the requirements of approved manpower plan.

Selection Criteria

Recruited candidates should satisfy the following conditions:
- Must hold the appropriate qualifications and experience that fits the approved job description; must be able to produce the necessary documents that confirm qualifications and practical experience.
- Must have good conduct and behavior
- Must be physically fit and free from any transferable diseases.
- Must not have been previously convicted with a penalty for a crime or was convicted for breach of honor or honestly crimes.
- Must not have been dismissed previously for disciplinary reasons
- The age is not less than 18 years as confirmed by birth certificate.
- Must pass interviews and any other tests conducted by HR Unit.

Any misrepresentation, falsification or material omissions contained in the employment application and other data presented throughout the hiring process and employment may result in the exclusion of the individual from further consideration for employment or if the person has been hired, in the termination of employment.

CUCA has a hiring template for all recruitments needs. The department requesting for a new resource should substantiate the position with a rationale.

Job Descriptions and Job Specifications:

Job Description of the positions intended to be recruited, will be the guiding factor for the selection of suitable candidate.

The Head of HR and Administration in conjunction with the department heads, shall draft and update the job descriptions for all job functions and collate the same for each job profile including competencies, experience qualifications and applicable grades for the positions to be recruited.

Below are the basic criteria for hiring the listed positions:

The Dean
- ○ Must hold a doctorate degree
- ○ Must have at least five years of full time teaching & administrative experience in a University
- ○ Must oversee all academic affairs and the coordination among College departments.
- ○ Must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of refereed publication having effective teaching and administrative experience.
- ○ Must be able to supervise the implementation of academic policies and represents the College at public and private events.
- ○ Must approve appointments of faculty members, teaching assistants, library staff and laboratory technicians, upon recommendation of the Department Chairs.
- ○ Must oversee plans for community service, research, and cultural relationships with other universities.

Director of Institutional Effectiveness
- ○ Must hold a doctorate or have the requisite professional Academic experience
- ○ Must demonstrate a significant track record and substantial contribution to the scholarship in the field demonstrated by evidence of refereed publication having effective teaching and administrative experience.
- ○ Must record, organize, and present outputs to meet accreditation requirements
- ○ Must identify data requirements; plan and develop assessment tools to assist in information gathering to increase institutional effectiveness
- ○ Must assist the Institutional Effectiveness Committee in planning, implementing, and maintaining the institutional effectiveness program
- ○ Must provide input for strategic planning review
- ○ Must perform Quality Enhancement for the institution

Department Chairs
- ○ Must hold a doctorate degree
- ○ Oversees the preparation of department academic plans and follows-up on implementation.
- ○ Submits proposals for recruiting faculty members, teaching assistants, computer technicians, and other employees.
- ○ Oversees and monitors the teaching and learning processes in their departments.
- ○ At the end of each semester submit a report to the Dean about the department's academic, administrative and financial affairs showing activities, level of performance, study issues, examinations and results, and identifying the strengths and weaknesses.

- Prepares and submits the annual budget for their department, and submit it to the Dean.
- Monitors issues related to student affairs and directs activities for the enhancement of student learning within the department.
- Supervises academic advising for students in department programs.
- Proposes and implements policies to enhance research activities within their department.
- Coordinates with Chairs of other departments to enhance College research projects.
- Evaluates the performance of faculty and other support staff in the department.
- Follows-up on the assessment and quality assurance of academic programs within the department.
- Reviews plans for faculty development and submits them to the Dean

Faculty Recruitment
- CUCA must maintain full-time to part-time faculty ratio which is 75% to 25%
- CUCA must maintain faculty grade ratio which is stated below
- CUCA must reinforce faculty diversity
- CUCA doesn't permit any of its full-time faculty members to be a part of any other institute by allowing them to teach and/or offer training sessions unless approved by the Management.
- Currently, there are two types of faculty members at CUCA: Full-time and Adjunct faculty members

Full-Time Faculty Recruitment

Procedure for Faculty Recruitment
The procedure for hiring new full-time faculty members at CUCA is as follows:
1. Determining the need for Faculty Positions
   The Department Chair prepares the personnel requisition which includes the job description and a statement of minimum qualifications to be submitted to the Dean/Vice Chancellor who, after consultation with the President, grants approval for the position(s).
2. Advertisement
   For faculty positions, the College will advertise in local and international newspapers, on the College website, and in relevant specialized journals. For part-time appointments, local or regional and website advertising is appropriate. Notices may also be posted in appropriate areas at CUCA. All advertisements must be approved by the Dean/Vice Chancellor.
3. Equal Opportunity

CUCA offers equal opportunity to all students, employees, and applicants in all of its programs and activities regardless of race, color, religion, sex, national origin, age, or disabilities. The faculty is the heart and soul of CUCA and so the recruitment process is stringently scrutinized to the select of each faculty member. An earnest attempt is made to include a variety of cultural and educational backgrounds.

4. Evaluation of Applicants

Evaluation of applicants is a shared departmental concern, with the final decision resting with the Department Chair, the Academic Council, and the Dean/Vice Chancellor. The evaluation is based on the following parameters and processes:

i. The departmental personnel committee, to be chaired by the Department Chair, reviews the documents. Short-listed candidates are normally interviewed. The best-qualified candidates are recommended to the Dean/Vice Chancellor, who forwards their files to Academic Council for review before the Vice Chancellor's final approval.

ii. Selection criteria typically includes the following:
   - Excellence in academic performance
   - The academic reputation of the institution that granted the degree held by the candidate
   - Proficiency in the field to be taught and the ability to integrate it into related subject areas
   - Experience in teaching and in the application of knowledge within the particular field of specialization
   - Scholarly activities and research work

iii. The evaluation of applicants may involve interviews on-campus or through video-conferencing, at conventions, or elsewhere, and, whenever possible, monitoring the teaching of a class.

5. Faculty Records and Verification of Qualifications

During the employment process for faculty, degree verification of each faculty member recommended for employment must be concluded by the Ministry of Higher Education and Scientific Research.

6. Issuance of Contract

Once the college selects a candidate the HR issues a Letter of Offer which is sent to the candidate. The letter outlines the terms of the appointment and includes position, salary, duration of contract, and responsibilities.

i. The Letter of Offer becomes a mutually binding contract if the applicant communicates an acceptance in writing and includes the required personnel documents, such as official transcripts, passport, or other official picture identification.

ii. Upon receipt of written acceptance, the Human Resource Manager, in consultation with the Vice Chancellor/Dean, prepares the official appointment letter, which is then signed by the Vice Chancellor/Dean and sent to the candidate. This letter reaffirms the contract and clearly indicates the precise terms of the contract.

iii. Any subsequent extensions or modifications of an appointment along with any special understandings, is stated and confirmed in writing by the Vice Chancellor/Dean upon recommendation of the Department Chair.

7. <u>Faculty Orientation</u>

The Department Chair will conduct an orientation session for all newly hired full-time faculty members. As a minimum, the orientation session will highlight:

- College policy and procedures
- Faculty duties and responsibilities
- Any other concerns raised by either party

Requirements for Faculty Ranks

For all professorial positions it is essential that the applicant holds a doctoral or terminal degree obtained from a regionally or nationally accredited university or an internationally-recognized university. Exceptions may be made in cases where candidates have outstanding or substantial industry experience in addition to a master's degree and professional certification, i.e., a Certified Public Accountant for an Accounting faculty position.

Job Specifications of Full Time Faculty

Professor

An appointee to this rank must:

- ❍ Hold a doctorate or the highest degree customary in the discipline and have achieved all of the qualifications for Associate Professor.
- ❍ Have achieved a record of continuing distinction in scholarship or creative endeavors in the field.
- ❍ Have a demonstrated excellent teaching ability and shown continuing active engagement with students in and outside of the classroom.
- ❍ Have a record of continuing evidence of relevant and effective professional service and demonstrated ability for continuing achievement in all areas.
- ❍ Have at least ten years of full-time teaching experience in a university or college, including at least five of those years in the rank of Associate Professor, or have been promoted to the rank of Professor in a university or college where the promotion requirements are similar to those of CUCA.
- ❍ Provide a *Certificate of Good Conduct* as required by UAE rules and regulations

Associate Professor

An appointee to this rank must:

- Hold a doctorate or the highest degree customary in the discipline.
- Have demonstrated high-quality teaching ability.
- Must have demonstrated significant scholarly or creative accomplishments appropriate to the faculty member's discipline.
- Have at least five years of full-time teaching experience in a university or college with the rank of assistant professor, or have been promoted to the rank of Associate Professor in a university or college where the promotion requirements are almost comparable to those of CUCA.
- Provide a *Certificate of Good Conduct* as required by UAE rules and regulations

Assistant Professor

An appointee to this rank must:

- Have completed the doctorate degree, or the highest degree customary in the discipline.
- Have demonstrated the potential to achieve excellence in teaching and scholarly or creative activities.
- Have demonstrated professional growth in their field.
- Provide a *Certificate of Good Conduct* as required by UAE rules and regulations

Lecturer

An appointee to this rank must:

- Have completed the master's degree in their particular specialization, with five years of teaching or industry-related experience in a related field.
- Have a sound performance record of teaching

Part Time Faculty

- Part-Time/ Visiting/ Adjunct Faculty- Qualifications required for appointing part-time faculty are the same as those required for full-time faculty

Appointment of Adjunct Faculty

When a department needs to hire an adjunct faculty, the Department Chair identifies and communicates with the Vice Chancellor/Dean for approval. Visiting Faculty is appointed on per course basis. They members can be engaged for up to a maximum of six credits per semester. Any additional courses can be assigned to the faculty member upon the approval of the Vice Chancellor,

The compensation shall be paid for each course conducted and the college is not accountable to pay them any salary or additional benefits whatsoever. They will be remunerated towards the end of semester after submission of all the required paperwork to the HR department.

A department should maintain an applicant pool from applications submitted in response to periodic advertisements. In all cases, the number of an adjunct faculty teaching in any program must not exceed 25 percent of the total number of faculty teaching in that program. The teaching load of an adjunct faculty member should not exceed six hours per week.

The Department Chair is responsible for conducting an orientation session for adjunct faculty. He should notify an adjunct faculty about important College's policies and should outline to the adjuncts of their duties and what the department expects of them.

At the end of each semester, the Department Chair should prepare a written evaluation of the performance of each adjunct faculty, comparing the performance of the part-time faculty to the expectations outlined in the orientation at the start of the semester. The adjunct faculty should be given a copy of the evaluation, and a copy should be filed in the HR File and the departmental office. The College's Student Evaluation form must be administered in all classes taught by adjuncts.

Clinical Faculty

The Bachelors of Dental Surgery and Bachelor of Pharmacy appoint adjunct clinical faculty to supplement teaching in the health sciences. The responsibilities of the adjunct Clinical Faculty are as follows:

- Teaching and training of students and interns at the institution, and in its affiliated hospitals and health facilities
- Consulting of engaging in academic activities that enhance scholarship and professionalism within the institution
- Supporting the mission, goals, policies and activities of the institution
- Help in the demonstrations and to provide assistance to clinical faculty in their teaching, training and academic activities.

Ranks and Qualifications of Clinical Faculty

Adjunct Clinical Tutor
- Bachelor's degree in the health profession in which the faculty member is teaching
- At least 3 years of post-internship experience in the concerned health science profession.

Adjunct Clinical Lecturer
- Bachelor's degree in the health science profession in which the faculty member is teaching

- Postgraduate professional degree (Master's or equivalent) recognized by the institution. Ministry of Health and Prevention (MoHP), and MoE, in a relevant specialty.
- At least five years of clinical experience
- At least three years holding a Specialist position or equivalent

Adjunct Clinical Assistant Professor
- Highest professional postgraduate degree qualification and professional recognition from professional medial bodies such as the Royal Colleges of the UK, Ireland, Canada, Australia, and New Zealand (e.g. MRCP, FRCS, MRC Pscyh, FFARCS, MRCOG, FRCR) or
- Terminal medical degree and certification by a US medical board; or
- Terminal medical degree and certification by the Arab Board of Medical Specialization; or
- Other terminal; qualifications recognized by the institution as equivalent to the PhD in Basic Sciences, which allow the holder to be appointed as a Consultant in the MoHP or other recognized health care organizations.
- Previous experience in teaching either undergraduate or postgraduate level courses in Medical/Dental/Health Sciences
- At least three years of clinical experience obtained after receipt of the highest professional degree
- Holder of Consultant position, or equivalent

Adjunct Clinical Associate Professor
- Same as for Adjunct Clinical Assistant Professor qualification
- At least five years of experience in teaching undergraduate or postgraduate courses in Medical/Dental/Health Sciences
- Contributions to research, evidenced by publishing at least five scientific papers in peer reviewed journals (first author in at least three papers)
- Significant evidence of scholarship at national level
- At least ten years of clinical experience obtained after receipt of the highest professional degree
- At least five years as holder of a Consultant position
- Excellent clinical reputation at a national level

Adjunct Clinical Professor
- Same as for Adjunct Clinical Assistant Professor qualifications
- At least ten years of experience in teaching undergraduate or postgraduate courses in Medical/Dental/health Sciences
- Contributions to research, evidenced by publishing at least eight scientific papers in peer reviewed journals (first author in at least five papers)

- Significant evidence of scholarship at national/international levels
- At least fifteen years of clinical experiences obtained after receipt of the higher professional degree
- At least ten years as holder of a Consultant position
- Excellent clinical reputation at a national, regional and international levels

Staff Recruitment

The policies contained in this manual apply to employees, including exempt administrative staff, support staff, and non-faculty instructors.

Procedure

The procedure for hiring new administrative staff at CUCA is as follows:

1. Department in need reviews the workload and sends the requisition form to HR department for a new position.
2. HR department organizes a meeting with the department head to review the proposal, gets with the President/CEO to receive a formal approval. Once HR receives an approval for the proposed staff
3. HR department will start the search process through CUCA website, recruitment websites, and posts the advertisement in the leading national and international newspapers.

Classification of Staff

The classification of staff members at the College are as follows:

Full-time Staff Member

An employee who is hired to work for regular 40 hours per week and on a permanent basis are defined as Full- time staff member. These staff members are hired for performing managerial and administrative duties in the college. They are entitled for leave, medical, air travel etc., benefits as per contract.

8. Staff Orientation
   The Line Manager will conduct an orientation session for all newly hired full-time staff members. As a minimum, the orientation session will highlight:
   - College policy and procedures
   - Staff duties and responsibilities
   - Any other concerns raised by either party

Part-time Staff Member

Employees are hired to work regular between 20 to 40 hours per week. They are entitled for leave, medical, air travel etc., benefits as per contract.

Seasonal/ Temporary Staff Member

Positions may be required to address project and seasonal requirements. Such requirements may be predictable or may arise due to new commitments or projects that CUCA may undertake. Temporary positions may be dissolved at any time without any notice. These positions are not eligible to obtain a visa sponsorship from the College.

The Department Head shall make a requisition for the resources required through the HR department.

In this requisition, the following information should be provided:
  ❍ The purpose of the recruitment and the reporting relationships
  ❍ The position/job description of the positions needed
  ❍ Number of resources required and the total period of requirement
  ❍ Timing and schedule of such requirement
  ❍ Whether the cost of recruitment and the total salary cost of the requisitioned resources is within the departmental/project budget
  ❍ The contract for the recruitment of Temporary Positions shall include:
  ❍ The lump sum amount agreed to be provided by CUCA to the individual for such services on monthly basis
  ❍ The contract should not be more than one-year period.
  ❍ No other entitlements over and above the ones mentioned within the contract
  ❍ (Including work related entitlements) will be provided to the individual
  ❍ An extension maybe granted at management's need and discretion.
  ❍ If, on the expiry of his/her contract or at an earlier date, the incumbent needs to be inducted within CUCA, then the person will need to go through the normal selection process.

Interns
  ❍ CUCA supports internship programs that enhance growth and learning opportunities for our students. Participating students have the platform to work in various domains within the College. Our internships are carefully planned and monitored to assist students in reaching their career goals by providing them with the opportunity to augment classroom instruction to the real world employment setting.
  ❍ Internships may also be part of an educational program in which students can earn academic credits from the college.
  ❍ All students tentatively selected are required to submit a reference check prior to appointment. Favourable results must be received to confirm their internship. Based on the availability and applicant's capability CUCA offers various categories of Internship:

New Employee Orientation

The College recognizes the need and importance of orientation. The orientation strives to achieve the following objectives:

- ❏ To welcome the employee to City University College of Ajman.
- ❏ To help the new employee develop a positive working relationship by building a foundation of knowledge about the College's history, mission, vision, values, and culture.
- ❏ To help the new employees to understand their roles and how their contributions help achieve the College's goals.
- ❏ To provide information on the College's policies, procedures, and benefits.
- ❏ To offer resources, help, and growth for each employee.
- ❏ CUCA uses a comprehensive set of activities for orientation purposes that include Pre-Commencement Checklist and Induction Checklist. Following are the main activities to be performed:
- ❏ The HR Unit prepares for the anticipated arrival of the new employee.
- ❏ The HR Unit welcomes the new employee by emailing New Employee information to everyone at CUCA.
- ❏ The HR Unit will introduce the new employee to different departments that will provide functional support from time to time.
- ❏ The new employee is sent to the Head of Department/Manager who introduces the employee to the position, department, and co-workers.
- ❏ Prior to a faculty/staff member's arrival, his or her workstation will be set-up. However, if there's a need for any additional item, stationary in charge assists the new staff member.
- ❏ Most of the staff members have computer privileges, if the work demands. IT department provides an official email, a phone number and a Username/Password in order to access the system for work related purposes.
- ❏ Simultaneously, a New Employee Orientation ppt is also sent to his or her email.
- ❏ The new employee and Department head return the completed and signed checklists to the HR Unit.

Attendance:

- From Sunday to Thursday, CUCA's operating hours are from 9:30 am to 10:30 pm and on Friday and Saturday, CUCA's operating hours are from 9:30 am – 9:30 pm
- In case the employee is late, he/she needs to inform his/her direct supervisor as well as the HR Department. Employees have an obligation to attend work as scheduled, and supervisors shall manage and address attendance issues.
- Hours of work vary from department to department. Based on University's needs, timings will be adjusted accordingly. Working Hours during Ramadan period shall be limited to six hours for all positions.

Faculty and Staff Personnel File

Each faculty, visiting faculty and staff member has a personnel file with the HR. The file is only accessible to the HR staff and upper management. File must contain:

- Contract and Offer letter
- Passport copy
- UAE Visa copy
- Emirates ID copy
- New Employee Registration Form
- Transcript and/or degree copy
- Curriculum Vitae
- Employee Photo
- No Objection Certificate (If applicable)
- Performance Evaluation report
- Annual increment record
- Annual leave/Sick leave record
- Air Ticket record
- Disciplinary/ Appreciation letters
- Grievance records

It is the responsibility of an individual employee to notify HR department of any change in personal information like change in name, address, telephone number, family contact details etc., so that accurate information can be maintained and be used in case of any emergency. Notification on passport and visa expiry is also an employee's responsibility.

Probation

Probation period for faculty is a full regular semester and six months for staff member. Annual and/or Sick Leave is not permitted during the probation period. For exceptional circumstances, leave provided will be without pay subject to the approval of Department Head. Leave without pay, unauthorised absence, sick and accident leave of more than 15 days in aggregate, taken within the probation period will be added to the probation period.

Should an employees' contract be terminated during the probation period, the Authority shall have an obligation to pay the employee dues accrued to date (i.e. total salary only) on a pro-rata basis. During this period, all employees is ineligible for any form of paid leave and loan. However, they are entitled to all government paid holidays and medical insurance.

For certain employees as agreed at the time of employment offer, at the end of their probation period, the management shall appraise their performance. Upon receiving a positive evaluation these employees are eligible for an increment for their deserving performance. HR shall mention this clause for applicable employees in their employment contract. And at the end of the probation period HR shall facilitate the evaluation process for the employee with the Head of the Department, Vice Chancellor and President.

Normalization Process

All CUCA employees shall be provided with sponsored employment visa by the company. This involves visa issuance, visa stamping, Emirates ID application, medical insurance, etc. as per their contractual agreements.

If a candidate is hired from abroad, CUCA provides a one way entry ticket from country of origin and a five days four nights hotel accommodation in UAE.

Leave

Annual Leave

General Guidelines on Leave

City University College of Ajman will observe the following annual leave policy with effect from November 5, 2014.

- ❍ Employees are not entitled to paid annual leave during the first eleven months of their employment.
- ❍ If, in any case, an employee applies for annual leave during first eleven months of employment, the leave granted will be unpaid. The particular employee will be paid for his availed leave, once he/she completes his/her first year of employment.

- For employees who have been working with CUCA for more than one year, they can avail annual leave based on accrual basis. The accrued annual leave will be calculated as follows:
- Annual leave days entitled as per contract x fraction of year employee has worked with CUCA.
- If any employee has worked for 6 months then the fraction will be 0.5 (6/12).
- With reference to point (ii) above, if any employee avails leave more than the accrued leave, the extra leave will be unpaid. The particular employee will be paid for his/her extra leave availed on completion of his/her year of employment, provided the total paid leave days should not exceed the entitled leave.
- Leave days should be availed within one year from the start date and cannot be carried forward to next year, neither claimed in advance from forthcoming year.
- Staff and Faculty members can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks within one Academic year
- Annual leave, if not availed due to unforeseen circumstances from the employee's side, cannot be entitled for encashment unless stated
- If any additional leave is taken beyond eligibility, it is treated as loss of pay and deductions are calculated as per UAE law
- Official holidays will be added to the employee's leave when they fall during the annual leave periods or when occurring during other permitted leave days.
- Employee shall be entitled to receive his/ her total cash compensation comprised of basic salary and other allowance.
- The leave period shall be included in service for calculation of end of service benefit. However, any unpaid leave availed by the employee shall not be incorporated in the above calculation.
- In case an employee fails to resume on duty post utilization of his leave, his last working date shall be considered as his end date and leave period shall not accrue him/her any benefits.
- Intervening official holidays during the leave period shall be treated as part of the leave.
- If the prefix and/or suffix to the leave is a public holiday or a weekend such public holiday or the weekend shall not be included as part of leave.
- Except for annual leave all other leaves shall be based on a calendar year and these leaves shall not be carried forward to the next calendar year.
- If business requirements/circumstances demand, CUCA may recall an employee from his/her annual leave. In such a case, the advance salary, if any, for the unutilized period of leave shall be recovered or adjusted through payroll and this unutilized balance shall be credited to his/her leave balance or taken at a mutually agreed later date.

❍ Extension of annual leave is prohibited unless in an exceptional cases where it may be granted after the prior approval of the Department Head through the HR Department.

Faculty Annual Leave

Normal annual leave of 40 calendar days each year is granted to all the full faculty members, in addition to national and official holidays declared by the UAE government.

❍ The granting or denying of leave of absence is at the discretion of the Department Chairs and Vice Chancellor/Dean. It is important that members of the faculty be regularly available to students as well as participating continuously in the educational programs of the College. Leaves of absence, in addition to sabbatical leaves, may result not only in reducing a faculty member's contribution to the College but in disruption of instructional programs. Therefore, it is College policy to place limitations on granting leave.

❍ When a department has requests for an inordinate number of days of absence at any one time, maternity leave, child care leave, family and medical leave, and sabbatical leave have priority. It is appropriate for Department Chairs to refuse requests for leave without salary when such absences would make it difficult for the department to meet its instructional and research obligations.

❍ Faculty members do not accrue vacation leave or sick leave. However, short absences for personal business and similarly limited absences normally are with full salary but deducted from the faculty's annual leave. It is expected that when scheduling other periods of personal time off, one's academic responsibilities are taken into consideration.

❍ The Department Chair should have knowledge in advance of any absence of a faculty member on active duty that may affect class, laboratory, research, or other commitments.

Staff Annual Leave

Entitlement of leave is based on Staff members' title. The chart below defines the no. of calendar days an employee is eligible based on their position. A chart is shown below. These are excluding the national and official holidays declared by the UAE government.

For Staff members, the granting or denying of leave of absence is at the discretion of the Head of Department and the Director.

Sick Leave

❍ Any employee who is unable to attend to their duties because of illness must inform the head of their department as soon as possible.

❍ A medical certificate must be presented once able to return to duty in order to be paid for the sick day

❍ Employees during probation period are not entitled to paid sick leave.

○ Employees are entitled to fully-paid sick leave of 15 days per year and an additional 30 days at 50% of their total salary, as per the UAE Labor Law only with the medical record. The unutilized leaves in a particular year cannot be carried forward to the next calendar year.

○ Further absence due to illness may be granted on a case-by-case basis. This will be classified as leave without pay (LWOP) and will not exceed three months in all cases, after which the employment contract will normally be terminated. Attested medical reports must be submitted in all cases.

○ Any claim for sick leave, which is not accompanied by the appropriate medical certificates and submitted within 7 days from the date of resumption of duty will be treated as unauthorized absence. Part of the annual leave, leave without pay as determined by the Head of HR & Administration.

Accidental Leave for Labors

In cases of Labor accidents and occupational diseases the employer shall pay the employee's treatment expenses at government or private hospitals until he recovers or his disability is proven.

In case of an accident, an employee shall be entitled to accident leave not exceeding six (6) months with total cash compensation on production of an official medical certificate by a certified and registered medical practitioner specifying the number of days recommended.

If the injury prevents the employee from carrying out his duties, the employer must pay him a financial subsidy equal to full pay throughout the period of treatment or for a period of six months, whichever is shorter.

If treatment lasts from more than six months, said subsidy shall be reduced to the half for another period of six months or until the employee recovers from illness or his disability becomes certain.

Maternity Leave

Pursuant to Article 30 of the UAE Labor Law, a female employee must have completed at least one year of continuous service, in order to be entitled for maternity leave with full pay for 45 days. If an employee has completed less than a year of continuous service, then she will be entitled to 45 days of maternity leave at half pay. This maternity period includes both pre and post-natal periods. The employee is required to submit appropriate supporting documents before/ after the commencement of the leave. Weekly days off and/or holidays occurring during maternity leave are counted as part of the maternity leave. The period of maternity leave will be included as part of the service period.

The maternity leave shall not be calculated from the other leave periods like annual leave or sick leave. Furthermore, an employee is permitted to combine maternity leave annual leave with appropriate approval. A female employee who has exhausted her maternity leave may be absent from work without pay for a maximum period of 100 consecutive or non-consecutive days if such absence is due to an illness preventing her from resuming to work. A medicate certificate issued by a competent health authority shall documents such illness.

Bereavement Leave

Employees are entitled to Bereavement/ condolence leave, with total compensation, for the purposes of this policy, the first-degree relatives of a person are his father and mother, his wife and his children, and the second-degree relatives are his grandfather and grandmother, his grandchildren.

Employees are entitled to condolence leave, with total compensation, for a period of five days in cases of death first-degree relatives family members and three on second degree family members, on production of the approved certificates from the appropriate authorities.

All Muslim female employees are entitled to 130 days leave in case of their husband's death.

Hajj Leave
- A Muslim employee who completes one year of service at CUCA may be granted a leave to perform Hajj. Hajj leave is authorized only once during service at CUCA
- Every Muslim employee is entitled to Hajj Leave of thirty (30) unpaid days with compensation for the purpose of fulfilling the obligation to make the Hajj. This particular leave is granted only once in the course of an employee's period of service in CUCA.
- The period of leave for which the employee is on Hajj Leave shall be included in calculating the end of service benefits.
- Weekly days off and/or holidays occurring during a Hajj leave are counted as part of the Hajj leave
- Premature resumption of duty during Hajj Leave is permissible provided that employees shall obtain prior approval from the Department Head for resuming duty prematurely.
- Hajj Leave will be included as part of the service period.

Compensation Leave:
- Compensatory off will not be encashed
- The Department Head shall approve a suitable time to avail compensatory off and inform HR Department accordingly

○ An employee who is required to come in an extra day during the week will be compensated in the either of the following ways:

    i.   Support staff, Cashier and IT Department is eligible to be compensated against these extra hours upon management's approval.

    ii. Assistant to Assistant Managers are eligible for a day in the following week or whenever possible, upon management's approval.

    iii. The compensatory leaves cannot be carried forward beyond one calendar year.

Leave Encashment Exemptions

CUCA discourages leave encashment however, if additional resources are required due to exigencies of work, management will request the concerned staff member to either delay the annual leave or work during annual leave days. In the latter case, CUCA will provide encashment in lieu of the employee's vacation. As per UAE Labor law, a maximum of 30 days leave will be paid and rest of the accrued leave days (if applicable) should be used within the employee's anniversary or will be dissolved.

Unpaid Leave

Short- Term Absence

○ Leave without pay shall be approved is at management's discretion and the need of the employee. Employees should obtain an approval of the Department Head; submit the same to the HR Department and only upon of the President can the employee proceed for his leave. However, for urgent and unavoidable reasons, employee may proceed for his leave on the approval of the concerned Department Head and notification to HR Department.

○ An employee is allowed to apply for a maximum of 30 days of unpaid leave within one contract period (two years).

○ Leave without pay is defined as approved leave during which the employee is not paid his/her salary or any part of the salary. However, leave without pay is not to be treated as an entitlement and applies only in exceptional circumstances.

○ This period of unpaid leave will not be considered as a part of service period for the purpose of calculating gratuity of the employee.

○ Weekends and public holidays, falling within the period of leave without pay will be counted as part thereof.

○ Employees should obtain an approval of the Department Head; submit the same to the HR Department.

Leave of Absence/ Long Service Leave

Purpose

This policy outlines the intent of long service leave as well as faculty and staff employees', notification requirements, conditions of payment, limitations and expectations for leave clearance.

The University encourages employees to establish a balance between their working and personal lives. The purpose of Long Service Leave (LSL) is to provide employees an opportunity to attain a fresh gradation which will enhance their career and competence further enabling them to perform their tasks even more efficiently.

Criteria

- ❍ Employee should be performing a minimum 40 hours/week
- ❍ Should be a permanent employee and should have served for a minimum of two years with the College.
- ❍ Employee must be with good standing based on the evaluation or should be supported with a recommendation and substitute plan from the Department Chair
- ❍ Approval from the Head of Department, Vice Chancellor, and the President.

Approval Process

- ❍ Request shall be raised by the interested employee
- ❍ Supported by the recommendations of his/her HOD
- ❍ HOD shall formulate a substitute plan
- ❍ Furthermore, verified by the Head of HR and Admin
- ❍ Request shall be reviewed by the Vice Chancellor
- ❍ Lastly the final approving authority shall be the President/CEO
- ❍ Prior to leave date, the employee shall endorse his duties to substitute/ HOD

Policy Statement

Eligible employees can avail long service for a period of three months or one regular semester. The applicant is responsible to conclude all endorsements for each assigned course. Department Chair shall confirm all-inclusive endorsement and ensure a smooth transition to the substitute.

The official property issued to the employee shall be surrendered to the concerned department and same/ new asset shall be assigned to the employee upon resumption.

During this period the employee forfeits his right to monthly salary or benefits accrual. It shall be management's discretion to consider him/her for upcoming performance

evaluation. This period of long leave shall also not be considered for computation of end of service benefits. Strictly no extensions shall apply on this type of leave.

Unauthorized Absence
Unapproved extension of any previously approved leave or absence without prior authorization will be considered as unauthorized absence.

CUCA reserves the right to terminate the contract of an employee if he/she is absent for more than seven continuous days without notifying the concerned authority. The same policy shall apply in case the employee's request for a leave is denied and still the employee refrains from reporting to work for more than seven consecutive days. If the employee is retained, a penalty in the form of unpaid working days will follow by the management.

Smoking Policy
CUCA is committed to providing a smoke-free environment to protect the health and comfort of members of the university community from the adverse effects of tobacco smoke. This policy shall be implemented by the following rules and regulations, which may be changed from time to time.

Rules and Regulations
There shall be no smoking of tobacco products within any building or facility owned or operated by the College. Faculty and Staff members are prohibited to smoke within CUCA premises at any time.
Smoking is permitted in the outdoor areas of the university premises.
While all other buildings and facilities on College property are smoke free, it should be particularly noted, there shall be no smoking in:
- conference rooms, classrooms, laboratories or lecture halls;
- auditoriums;
- offices;
- libraries and bookstores;
- cafeterias and food and beverage service areas; storage or warehouse areas, and anywhere that hazardous substances are found;
- corridors, lobbies, entries or stairways;
- sports or recreational area

Email and Computer System
An email and computer system is provided to CUCA staff members only for official purposes. If it's being misused, a disciplinary action will be taken against the staff.

Signature Template

CUCA applies an official template on its Outlook system which is sent on timely basis from the office of the CEO. It consists of staff name, designation, official CUCA logo, website, Face book and twitter accounts and CUCA contact numbers. All employees are expected to keep this standardised signature template.

Unlawful activity

Any unlawful activity including gambling, fighting, threats involving any sort of weapons, and violence against racial discrimination are strictly prohibited and any such actions will be handled by the law enforcement. In case any employee is caught in any criminal allegations outside work and it is proven in the court of law. Then he will lose his right to employment at CUCA.

Substance Abuse

CUCA does not allow anyone to bring in any sort of drugs and/or alcoholic beverages at any time. If any member of the university is found guilty of holding or consumption in such drugs s/he shall be held for adverse disciplinary and legal actions.

Theft

Stealing is strictly prohibited and any such actions will be handled by the law enforcement.

Harassment

CUCA will not tolerate any form of harassment within its premises may it be sexual, racial, religious and workplace related. Employees are encouraged to report any act of harassment to conduct further investigation confidentially. If an employee is found guilty, CUCA will take intense action against the employee.

Dress Code

Male

Male CUCA employees should wear dress pants, business shirts with formal shoes. Shorts, T-shirts and Sandals/Flip flops are not permitted.

Female

Female CUCA employees should wear dress pants/trousers or dresses/skirts, which covers at least the shoulders and knees.

Parking

Parking inside CUCA premises is allowed for all faculty and staff members. However, due to the increasing number of employees parking inside, we need to provide some room for others; like students and/or personnel with special needs as well as potential students. Therefore, it has been decided that only Heads of Departments will park at the West Entrance (or main entrance that we are currently using) and the rest of the employees will have to park at the Northeast entrance (that is on the playground at back of the campus).

Discipline and Order

College Code of Conduct
   a. Faculty and Staff members will perform all duties assigned to them, abide by all laws and regulations of the College, uphold their relationships with colleagues, students, and the community inside and outside the College, the system and values prevailing in the UAE society, and refrain from performing any activity that can harm the College's image, College itself, or its employees. Any violation of this code requires specified disciplinary measures that follow.
   b. When a violation is reported, the Vice Chancellor/Dean will appoint, in consultation with the concerned Department Chair, an employee to investigate the case and interrogate the employee accused of certain offence. The appointed employee will be of a rank similar to or higher than that of the interrogated employee. The result of the investigation will be reported within a report containing definite recommendation to the Vice Chancellor/Dean, who may then pursue any of the following actions:
      (1) Stop any further proceedings.
      (2) Issue a Letter of Reprimand to the accused
      (3) Send the case, together with interrogator findings and recommendations, to the Disciplinary Committee.
   c. All records in this regard will be kept confidential. Until the case is dealt with by the Disciplinary Committee, the Vice Chancellor/Dean may, as a precautionary measure, suspend the employee being investigated from performing their duties for a maximum of three months, if such measure is in the best interest of the College and the employee. Unless recommended otherwise by the Disciplinary Committee, suspension from all duties entails suspension of salaries as of the date on which the suspension decision is made.
   d. The Vice Chancellor/Dean will send the employee under investigation a report regarding the charges against the member together with the interrogator's findings via registered mail at least 15 days before the Disciplinary Committee session is to be held.

e. The employee under investigation whose case has been referred to Disciplinary Committee has the right to ask a lawyer or another employee to act in their defense before the Disciplinary Committee.

Disciplinary Committee

The Vice Chancellor/Dean and the Head Of HR & Administration will establish a Disciplinary Committee of Faculty/Staff members composed of:

a. The Head of the Department of the department to which the faculty/staff member under investigation belongs, as chair of the Committee. In the case where a Head of Department is the accused person, the Vice Chancellor/Dean and the Head Of HR & Administration will appoint another Head of Department to lead the Committee.

b. Two employees chosen by the Vice Chancellor /Dean and the Head Of HR & Administration, other than the member who carried out the investigation.

Misconduct

Misconduct may include the following:

a. Neglect of duty or responsibilities, including unauthorized absence, which impairs teaching, research, or other normal and expected services for the College.

b. Failure to perform the terms of employment for reasons other than documented illness or injury.

c. Willful violation of the rules and regulations of the College.

d. Violation of the ethics of the academic profession.

e. Any action that results in preventing other members of the College community from fulfilling their responsibilities or that creates a clear and present danger to members of the College community.

f. Working elsewhere under our sponsorship

g. Any professional or personal conduct which results in impropriety.

Discipline

Discipline is defined as any sanction except dismissal imposed by the administration against a faculty/staff member for misconduct. Sanctions may extend from mild to severe and from informal to formal. In cases of employment offenses or misconduct, a range of sanctions short of dismissal should be available. This range of sanctions from minor to major constitutes progressive discipline.

In some cases, however, the imposition of any sanction must be regarded as a serious disciplinary step and even a first offense may warrant the most extreme penalty.

Any sanctions imposed must be selected to meet the severity, frequency, and flagrant nature of the infraction.

Appropriate sanctions may include:

a. Oral reprimand.
b. Written reprimand.
c. Reassignment to other duties.
d. Placement of the faculty/staff member under direct supervision of the Head of Department with a specific plan for remediation and for a specific period of time.
e. Loss of perquisites or privileges of rank for a stated period, not to exceed two years.
f. Reduction in contract period.
g. Dismissal.

Procedures

The procedures shown below must be followed when a faculty/staff member is alleged to have committed an employment offense or misconduct, other than discrimination. If, however, the Vice Chancellor/Dean and the Head Of HR & Administration, after consultation with the Head of Department, regard the alleged employment offense or misconduct as one that warrants only an oral reprimand, the Vice Chancellor/Dean and the Head Of HR & Administration may follow these procedures in discretionary fashion.

The following procedures must be followed in sequence:

1. The concerned Department Head notifies the Vice Chancellor/Dean and the Head Of HR & Administration in writing of the alleged offense or misconduct. This notification includes which policies or procedures may have been violated along with supporting evidence.
2. The Vice Chancellor/Dean and the Head Of HR & Administration consult the Legal Advisor of the College, who verifies all facts related to the alleged offense or misconduct.
3. The Vice Chancellor/Dean and the Head Of HR & Administration notify the faculty/staff member in writing of the alleged offense or misconduct, clearly identifying which policies or procedures may have been violated along with supporting evidence.
4. The faculty/staff member is given an opportunity to respond both orally and in writing to the allegations and present any evidence prior to the determination of guilt.

5. If the faculty/staff member chooses to respond, the response must normally be made to the Vice Chancellor/Dean and the Head Of HR & Administration within 10 working days.
6. The Vice Chancellor/Dean and the Head Of HR & Administration reviews the faculty/staff member response (if any was made), their past performance and employment record, as well as gathering any additional information prior to determining if a sanction is warranted.
7. The faculty/staff member is then given 10 working days to respond both orally and in writing to the Vice Chancellor/Dean and the Head Of HR & Administration before any sanction becomes effective. The response should indicate any intention to appeal the recommended sanction to the Grievance Committee.
8. When a Department Head is alleged to have committed an employment offense or misconduct, the Vice Chancellor/Dean and the Head Of HR & Administration will appoint another Department Head who will follow the above procedures while fulfilling the Head's duties.
9. Depending upon the severity of the alleged offense or misconduct, the Vice Chancellor/Dean and the Head Of HR & Administration may immediately place a faculty/staff member on leave *with* pay pending an investigation of alleged misconduct or other employment offense. The leave pending investigation will commence immediately upon the Dean notifying the faculty/staff member in writing of the reasons. The leave will be with pay, with no reduction of accrued leave.
10. If, as a result of the investigation, the faculty/staff member is to be suspended or terminated, written notice will be given to the faculty/staff member. In all cases, the faculty/staff member will be given an opportunity to respond within 10 working days before any sanction becomes effective. The response to all allegations and evidence may be made both orally and in writing.

Grievance Procedures

The procedure for grievance is the same for both faculty and staff members.

Appeal of Recommended Sanctions
   a. An employee may appeal recommended disciplinary sanctions to the Grievance Committee.
   b. The employee submits an appeal to the Vice Chancellor/Dean and the HR who forwards the case to the Grievance Committee. The Committee, after reviewing the case and meeting with the employee within 15 working days of receiving the appeal, may recommend acceptance, modification, or rejection of the findings or sanctions.

c. The Committee forwards its recommendation to the Vice Chancellor/Dean and the HR who reviews the recommendations and makes a final decision.

General Grievance Policy and Procedure

Grievances filed by an employee against the College or its personnel are governed by this procedure. An employee should first work informally with administrators, i.e., the Department Chair, the Vice Chancellor/Dean and the Head Of HR & Administration, to resolve the matter. Experience indicates that nearly all cases can be resolved informally. The process should reflect mutual trust, respect, congeniality, and cooperation.

The grievances governed by this procedure may include the following:
a. Discrimination on the basis of age, religion, race, or national origin.
b. Salaries.
c. Resource support issues.
d. Teaching assignments.
e. Office assignments.
f. Leave of absence application disputes.
g. Termination of service.

Informal Procedure

An employee will first attempt to resolve the grievance informally with the person whose action is the basis for the grievance. However, if in the employee's sole discretion, it is not practical to do that, the employee will first attempt to resolve the grievance informally, through the chain-of-command, with that person's immediate superior.

Formal Procedure

1. If the informal procedure does not resolve the grievance, the employee may initiate formal grievance procedures. To do so, the employee must submit a written grievance statement to the immediate supervisor of the person whose action is the basis for the grievance. The grievance statement must include the following:
    i. A concise statement of the grievance.
    ii. A description of actions taken so far to resolve the grievance.
    iii. A description of the responses received.
    iv. A proposed resolution of the grievance.

2. Upon receiving the grievance statement, the Vice Chancellor, the Dean or the Department Chair will take the steps necessary to investigate and resolve the

grievance by forming a committee. The Vice Chancellor, the Dean or the Department Chair will then give the employee a written decision.

Appeals
1. The employee may appeal a Department Chair's decision to the Vice Chancellor/Dean. The employee must submit any appeal in writing within two weeks after receiving the decision.
2. Upon receiving the appeal, the Vice Chancellor/Dean will take the steps necessary to investigate and resolve the grievance. The Dean will then give the employee a written decision.
3. If the employee is not satisfied with the Vice Chancellor/Dean's decision, they may appeal to the PRESIDENTwho will then review the appeal and communicate their decision, which is considered final, to the employee.

Confidentiality
Sensitive information disclosed in the proceedings should be kept confidential. Except for simple announcements about the status of the proceedings and similar matters, both the College and the employee will avoid making public statements about the case to the extent possible until the proceedings have been completed.

Exhaustion of Remedies
An employee will not initiate civil litigation or civil administrative remedies against the College or its personnel until all the remedies provided by this procedure have been exhausted.

Non-Retribution
Retribution by the College or its employees against an employee for seeking redress through this procedure is prohibited, and is a separate cause for grievance.

Cessation of Employment

Purpose
The purpose of this section is to provide guidance and to describe the procedures to be followed in the event of the employee's end of service with the College.

The employee's services with the College may end for any of the following reasons:
- Reaching the retirement age which is 60
- Medical unfitness due to any health reason

- ❍ Resignation
- ❍ Dismissal or termination on disciplinary grounds
- ❍ Cancellation of a temporary position can happen at any time
- ❍ Imprisonment for a criminal offence which contemplates dishonesty and criminal breach of trust
- ❍ Unauthorized absence from service

Resignation

Resignation is a voluntary act initiated by the employee to terminate his/her employment with the Authority.

1. The employee must provide CUCA with a written notice of minimum one regular semester for faculty and for 30 days in case of a staff member.
2. Letter should also state the effective date of resignation, last working date and reason(s) for the resignation.
3. The resignation notice shall be submitted to the respective Department Head, which shall then be routed through the Vice Chancellor/CEO for processing and necessary action by HR.
4. Exit interviews shall be conducted by the HR Department before the employee leaves CUCA
5. If CUCA accepts the resignation, it reserves the right to insist on the notice period from the employee who has completed the relevant probationary period.
6. End of service benefits for resigning employees shall be computed as per the UAE Labor Law.

Faculty Resignation

The resignation notice must be made at least a semester before the end of the academic year or the date the contract ends. If this condition is not met, the faculty member loses the end-of-service bonus for the last year of his/her employment.

- ❍ A faculty member who resigns from the College while under contract must do so in writing to the Vice Chancellor/Dean via the Department Chair.
- ❍ The Department Chair should then forward the resignation letter to the Vice Chancellor/Dean and to the Director of Human Resources.
- ❍ Formal acceptance of a letter of resignation on behalf of the College must come from the Vice Chancellor/Dean.

Staff Resignation

For a staff member, the resignation notice is 30 days. If this condition is not met, the staff member loses the end-of-service bonus for the last year of their employment.

The staff member should submit a signed and dated resignation letter or statement to his/her immediate supervisor providing at least the notice period stated in their contract.

Certain contracts have said penalties if an employee plans to depart within a certain timeframe.

Termination of Contract

Prior to termination, due process is being followed in CUCA:

Verbal Warning
- ❍ On noticing misconduct or after discussing a misconduct with the Department Head, HR, the line manager shall issue a verbal warning to the concerned employee. This will include discussion of the reasons for the misconduct, ways to improve and agreement with the employee of a closure date
- ❍ A memo noting the issuance of a caution/verbal warning shall be prepared by the line manager and sent to Department Head, HR and employee personnel file.
- ❍ The line manager shall follow up closely the behaviour of the employee until the closure date for improvement.
- ❍ If there is satisfactory improvement, the matter will be closed without any further discussion or documentation. If, however, there is no improvement or not satisfactory improvement despite the verbal warning, then a written warning is issued.

Written Warning

A written warning shall be issued by the HR in conjunction with the Department Head if:
1. after a caution/verbal warning there has not been satisfactory improvement in the conduct of the concerned employee up to the closure date, or
2. if a misconduct is noted that warrants the immediate issuance of a written warning without the need for the issuance of an initial caution/verbal warning.
3. The written warning should include a description of the misconduct, reference to the initial caution/verbal warning, if applicable, improvement suggestions and a closure date.
4. A copy of the written warning issued to the concerned employee shall be sent to the line manager, and employee personnel file.
5. The line manager, Department Head and HR shall follow up closely the behaviour of the employee until the closure date for improvement.
6. If there is satisfactory improvement, the matter will be closed with appropriate documentation.   If, however, there is no improvement or not

satisfactory improvement despite the written warning, then a disciplinary action may take place including but not limited to:

   a. Six (6) months in case of caution/verbal/written
   warning
   b. O n e (1) year in case of deductions from basic salary
   c. One (1) year in case of deferment of the annual increment

For faculty and staff member, who failed at some point to abide by the college rules and regulations, a maximum of three warning letters will be issued before finally terminating his or her contract. Basis for termination is stated in section 7.7.4 of this manual

Termination

In case the contract is terminated by CUCA, the concerned staff member will receive the notice as stipulated in the employment contract. Termination can be due to any of the following reasons:
   ❍ Government directives;
   ❍ Workforce reduction;
   ❍ Restructuring;
   ❍ Failure to return from approved leave of absence;
   ❍ Release due to medical unfitness;
   ❍ Continued poor performance;
   ❍ Gross misconduct.

In accordance with article 120 of UAE's Labor Law No. (08) of 1980, CUCA may terminate the contract without prior notice and without severance pay in any of the following cases:

1. If the worker adopts a false identity or nationality or submits forged certificates or documents;
2. If the worker is engaged on probation and is dismissed during the probation or on its expiry;
3. If the worker makes a mistake resulting in substantial material loss for the employer, on condition that the latter notifies the Ministry of Labor of the incident within 48 hours of his/her becoming aware of its occurrence;
4. If the worker disobeys instructions respecting industrial safety or the safety of the workplace, on condition that such instructions are in writing and have been posted up at a conspicuous place and, in the case of an illiterate worker, that she/he has been acquainted with them orally;
   If the worker does not perform his basic duties under the contract of employment and persists in violating them despite the fact that he/ she has been

the subject of a written investigation for this reason and that he/she has been warned that he will be dismissed if such behavior continues;

6. If the worker reveals any secret of the establishment in which he/ she is employed;

7. If the worker is finally sentenced by a competent court for an offence involving honor, honesty or public morals;

8. If the worker is found in a state of drunkenness or under the influence of a drug during working hours;

9. If, while working, the worker assaults the employer, the responsible manager or any of his work mates;

10. If the worker is absent from his/her work without a valid reason for more than 20 non-consecutive days, or more than seven consecutive days, in any one year.

CUCA General Policies

CUCA has developed general policies to establish the principles of ethical and disciplinary conduct by which employees conduct business on behalf of the CUCA. It also provides the basic guidelines for general behavioral standards for the employees in order to create a healthy work environment:

❍ Employees must fulfill the job responsibilities assigned to them devotedly and accurately, and dedicate the working hours to carry out job responsibilities and all instructions and orders of supervisors. Moreover, they must undertake to preserve the moral and financial interests and means of the CUCA against any material or moral loss or damage and undertake to avoid any violation or breach of laws, regulations, and instructions enforced in the CUCA.

❍ The employee's benefits mentioned in the contract are subject to the CUCA policies and CUCA has the right to change, modify or cancel these benefits as the policy changes.

❍ Due to the nature of their work with the College, employees will come across information, data, procedures, methodology, systems, accounts, profits and losses of the CUCA, related to conducting business transactions, strategies, students, and clients; therefore, during their employment and two years after resignation or termination or end of services, employees cannot practice any competitive transactions inside the UAE.

❍ CUCA prohibits any form of disclosure or dissemination of confidential information obtained by the employees during their work at CUCA. Employees shall treat as confidential any information or records, regardless of their format, conveyed to them on the basis of confidential information.

❍ All employees are strictly instructed to safeguard all information regarding the college/university, confidential, including but not limited to, its programs, plans, policy memos, grades, e-Course file, finances, and any other aspects of the college/university. Whereas such information is accessible to them officially or

otherwise acquired by them deliberately, inadvertently, or accidentally, they will not, at any time, divulge them to any other person. Further agree to keep all information confidential, even after you are no longer employed with CUCA. The employee shall treat matters in connection with the business of CUCA as confidential. In addition, the employee and CUCA are expected to keep details of this agreement as confidential.

❍ Employees are responsible for proper handling of and taking care for tools, equipment, vehicles etc. provided by the CUCA, and they must not use the CUCA Assets for private purpose without authorization.

❍ In case of resignation and/or termination of services, employees shall deliver all the College clientele lists and files, and all plans, statistics, documents, and belongings including, but not limited to, keys, books, materials, software, and credit cards in their possession that are directly related to the CUCA, the students, and other concerned parties. They shall not have the right to keep any hard or soft copies in connection with the above mentioned issues.

❍ During the term of employment or at any time subsequent to its termination, employees shall refrain from inducing, soliciting, or aiding any of CUCA's employees, consultants or other persons having a contractual relationship with terminate any other contractual relationship with the University.

❍ Employees should maintain the highest standards of honesty, integrity, impartiality and conduct to avoid situations that could create or lead to a conflict of interest. CUCA expects its employees to avoid any personal activities and financial interests which may conflict with their commitment in effectively performing their jobs. Any conflict of interest arising during the employment period has to be communicated to the relevant authorities.

❍ There are Reserved Areas of Business that include matters affecting the appointment, promotion and personal affairs of individual members of staff of the College and matters affecting the admission of individual students, their academic assessment and the consequences thereof, or personal affairs or circumstances. Subject to the above, CUCA may decide in any case of doubt whether a matter is a reserved area of business or not and such a decision shall be final.

❍ Employees should accept the obligation to exercise critical self-discipline and must not create any kind of relationship with students of same/opposite sex. They must avoid any kind of exploitation, harassment or discriminatory treatment towards students. Evidence of any such incident will lead to serious repercussions.

❍ Employees must not receive any kind of gifts/personal benefits from the students/parents or persons associated with a student/parent inside or outside the university. If received so in an unavoidable situation, it is mandatory to

inform the management. Any action contrary to the above mentioned will lead to serious disciplinary actions including termination of contract.

○ Employees must not exploit their position to intervene with academic affairs of any kind including, but not limited to, grades, registration, marks, privileges etc. Any kind of connection between administrative staff and academic staff regarding academic affairs is prohibited.

○ To work for another employer, whoever it may be, during the service with CUCA constitutes a gross misconduct.

○ Employees must not disclose any information related to their salary and benefits inside/outside CUCA.

Faculty and Staff

Faculty Obligations and Responsibilities

Academic Responsibility

It is expected from members of the academic community at CUCA when they speak or write to bear in mind that, by their actions, the public will inevitably judge their profession and their institution. To both profession and institution they are, therefore, under obligation at all times to:

○ Be accurate and professional
○ Exercise appropriate restraint
○ Show respect for the opinions of others
○ Make it clear that they are not official spokespersons for the College

The primary responsibility of faculty members at CUCA is effective teaching where faculty members and students jointly share the responsibility of student learning. The academic climate, which the College seeks to maintain, can only be achieved when members of the faculty regularly and conscientiously meet their fundamental instructional responsibilities in the classroom and on-campus.

No less important is the responsibility of CUCA faculty members, as teachers and scholars, to maintain professional competence in their field of specialization and to exercise such competence publicly in lectures, discussions, publications, or other means whereby scholarly and professional stature are demonstrated and may be appraised.

Faculty members devote significant time and energy to develop and improve scholarly competence. It is the responsibility of the administrative officials of the College to promote, protect, and defend academic freedom, and with the assistance of the faculty members, to assure that members of the academic community fulfill their responsibilities. Faculty members accept, as well, the obligation to exercise critical self-discipline and judgment in extending and transmitting knowledge.

Academic Ranks

The Academic ranks of teaching staff at CUCA are:

- ❍ Professor
- ❍ Associate Professor
- ❍ Assistant Professor
- ❍ Lecturer
- ❍ Adjunct Faculty

Obligations of Faculty Members

- ❍ The faculty member is inadmissible to teach or work elsewhere unless approved by the management. A compensation distribution will follow if, at all permitted
- ❍ The faculty member is required to work five days (40 hours) a week. Weekend schedule may be included depending on the class timetable
- ❍ The relationship between the faculty members and CUCA is governed by the provisions of the CUCA policies and procedures (please refer to CUCA Faculty Handbook), United Arab Emirates (UAE) regulations and laws, and any modifications thereto
- ❍ This agreement is conditioned on the ability of the faculty member to demonstrate CUCA the continued authorization to work in the UAE, under the terms and conditions of the UAE immigration laws
- ❍ If for any reason the faculty member's employment is terminated, according to the above provisions herein, CUCA will be relieved of any responsibilities to make further payments under this agreement other than those payments mandated in CUCA policy

Duties of Faculty Members

Duties

Faculty member duties are classified under the following categories:

- ❍ Teaching and academic advising
- ❍ Research and scholarly activities
- ❍ College and community services

General Expectations

Faculty members are expected to:

- ❍ Participate actively in assessment procedures
- ❍ Carry out administrative tasks and other activities related to the position
- ❍ Uphold intellectual integrity and objectivity in the search for the truth while respecting discrepancies in criteria
- ❍ Avoid discrimination, harassment, or prejudicial treatment against other faculty members, staff members, students, participants because of race, color, religion, national origin, gender, country of citizenship, age, political beliefs, or status as a person with disability.

- ❍ Avoid intentionally violating rules and regulations of the College
- ❍ Comply with reasonable and appropriate instructions from the Department Chair, the Dean, or other authorized officers of the College respecting the timely performance of their essential duties.
- ❍ Competently perform their responsibilities and obligations as teachers, researchers, scholars, and members of the faculty.
- ❍ Use their time and efforts totally for the College; any work outside the College must be with special permission.
- ❍ Strive, above all else, to be an effective teacher and scholar.

Teaching Expectations

Faculty are expected to:
- ❍ Meet their regularly scheduled classes punctually.
- ❍ Engage in reasonable and substantial preparation for the teaching of courses assigned to them, using active learning strategies.
- ❍ Maintain regular office hours.
- ❍ Apply various teaching and learning strategies and styles to meet student needs and to achieve the course objectives.
- ❍ Utilize most efficient teaching technologies

Research Expectations

Faculty members are expected to:
- ❍ Involve themselves in meaningful academic research and publishing.
- ❍ Give priority to research related to the development plans of the country.
- ❍ Engage in interdisciplinary research.
- ❍ Encourage and supervise student research.
- ❍ Mentor the research activities of other colleagues.

College and Community Service Expectations
- ❍ Participate actively in various committees.
- ❍ Participate in extracurricular activities and workshops.
- ❍ Participate in professional development activities of other faculty members.
- ❍ Join professional associations in their fields.
- ❍ Perform consultancy to community bodies and institutions in their field.

A department Chair shall be discounted for a maximum of three (3) credits hours from the requisite teaching load, to manage both academics and administration job responsibilities. In future, if any changes are introduced to this policy then the withdrawn load can be added to the department chair work load.

A faculty member shall submit the form of timesheet to the respective HOD. Upon his satisfactory completion of the course obligations he shall submit each extra course's timesheet to the Quality Assurance Officer. QA&IE Officer who shall verify whether the faculty member has met obligations (submission of grades and e-course files) for all; course load and overtime payments course to him. Only upon this confirmation shall the QA&IE Officer release the faculty's timesheets for extra courses.

Grades and E-Course files

Grades and e-Course files are vital components of any course(s) assigned and as a faculty member, you are accountable for finalizing and submitting them on time. An e-Course file consists of the following:

- ❍ Course Syllabus, updated and approved by Department Chair and Quality Assurance (QA&IE)
- ❍ Instructor Teaching Material
- ❍ Assessment Instruments (Assignments, Tests, and Final Exams)
- ❍ Model Answers and Marking Schemes (Assignments, Tests, and Final Exams)
- ❍ Examples of Student Work (3 samples of each assessment instrument: Max, Median, Low)
- ❍ Instructor Review Report
- ❍ Summary Distribution
- ❍ Student Feedback Summary
- ❍ These requisites shall primarily be certified by the Department Chair or Vice Chancellor with further verifications from QA&IE department to endorse that standards, as mentioned in the Faculty Handbook, have been attained

All the above faculty members are expected to submit their grades within the specified period as mentioned in the CUCA academic calendar. After announcement of final grade 30 workdays will be provided at the end of the semester to complete and submit the e-course files. The QA&IE Department must review the e-course file within 30 workdays of submission. All faculty members are required to correct all identified discrepancies within two days of notification.

QA&IE Department is required to audit the complete set of faculty files for each course taught. The designated QA&IE Department shall approve the timesheet only after all course files for that faculty have passed the audit.

Failure to defer the grades within the stipulated time, their compensation will be withheld. Under the circumstances that the grades were submitted however the e-course files were left incomplete post the specified time, this will account for a deduction of AED 2000 per course from your outstanding compensation.

The payment will be released upon correcting exam and final papers, submitting grades, e/course portfolio(s) and any related documents required by the Department Head and/or Vice Chancellor. As necessary, they should also be available to proctor during exams and assist students in queries they might have during the course of this subject.

All intellectual property which is created by staff members or the consultant for the College is possession of the College. The rights and the ownership for said property will remain with the College

E- Course Files

○ Faculty in all College departments prepare course files in accordance with the CAA *Standards 2019* and CUCA *Policy and Procedures.* The established deadline for completion is 30 workdays after the final grade announcement date each semester.

○ All course file related communication between QA&IE, Department Chairs, and Faculty Coordinators takes place by official email. This assures increased security and recordkeeping integrity.

○ Faculty Coordinators forward a list of faculty and courses taught along with the course coordinator names to QA&IE.

○ Department Chairs send the initial list of course files ready for audit to QA&IE. Updated lists follow once each week until the audit cycle ends.

○ QA&IE is required to complete an audit of each course file on the initial list within 30 workdays. QA&IE audits the files of faculty whose names appears on subsequent lists and follows the same 30-workday completion time frame.

○ The departments retain all *Faculty Timesheets* generated for the extra (overtime) courses faculty until the end of the audit cycle.

○ QA&IE is required to audit the <u>complete</u> <u>set</u> of faculty files for each course taught. The designated QA&IE Officer signs the *timesheet* only after <u>all</u> course files for that faculty have passed the audit.

○ QA&IE typically audits visiting faculty course files first, followed by those of full-time faculty. Additionally, QA&IE sets audit priorities based on the course file completion dates shown on the weekly department lists.

○ QA&IE sends all audit reports to the Department Chairs for appropriate action. An Audit Report marked INCOMPLETE indicates that some portion of a course file does not meet standards.

○ Faculty members normally have two workdays to correct errors and return the report to QA&IE through their Department Chair with a full description of the corrective actions taken. QA&IE *re-queues* incomplete course files for a second audit to verify the corrective actions.

Office Hours

A course wherein the number of students are four or less; then this course shall be considered as an office hour and the faculty shall conduct the course in his own his office. The faculty shall perform the course as mentioned on the class schedule or may agree on a time suitable to each of them.

More than five students the course shall be considered a normal course.

The payment for office hours shall be paid at 50% of the total fees that student pay for the courses. HR department will indicate in the faculty timesheets if the class falls as an office hours payment. The payment for office hours for all courses must not exceed the payment of a regular extra class. In case it exceeds the regular course payment prevails.

Obligations of staff

The employee is responsible for performing all assigned duties faithfully and to the best of the employee's abilities

- ❍ The employee is inadmissible to work elsewhere unless approved by the management; a compensation distribution will follow if at all permitted
- ❍ The employee is required to work in accordance to the contract. Schedule may vary depending on the college/university's requirements which may include the weekend. The relationship between the employees and City University College of Ajman (CUCA) is governed by the provisions of the CUCA policies and procedures (please refer to CUCA Staff Manual), UAE regulations and laws, and any modifications thereto
- ❍ This agreement is conditioned on the ability of the employee to demonstrate CUCA the continued authorization to work in the UAE, under the terms of UAE immigration laws
- ❍ If the employee is terminated according to the above provisions herein, CUCA will be relieved of any responsibilities to make further payments under this agreement other than those mandated in CUCA policy

Academic Freedom

Policy Objective

CUCA recognizes that faculty members have the right to express their opinions to be heard by others as well as to hear the opinion of others. The academic freedom of faculty allows him/her to exercise his/her rights as citizen, faculty and members of the community.

Policy Scope

The policy applies to all academic staff engaged by the College on a full time basis to carry out teaching and research.

Policy Statement

1. Faculty members are entitled to full freedom to express his/her views as citizen, faculty and members of the community except in matters of controversial nature or censorship that can affect the institution.
2. Faculty members are expected to show respect for opinion of others, and always take into consideration that the public may judge the institution by what they say, and are therefore encouraged to show restraint and utmost care and provide only accurate and factual information.
3. Faculty may express his/her views on current events provided that he/she makes it clear that his/her opinion does not represent the views and opinions of the College.
4. Faculty are entitled to full freedom in research and publication provided that the activity was conducted within the institutional guidelines and policies of the College
5. Faculty have the full freedom teaching, improving and contributing to the development of the course, provided that any changes in the course is as per the course review and revision record.
6. Limitations to the academic freedom include introduction to teaching controversial matters such as relationships, politics and religion.

Academic Promotion

Policy Objectives

To establish criteria and guidelines for faculty tenure and promotion.

Policy Scope

This Policy is designed to deal with all concerns related to academic promotion, including:

2.1   Principles of Academic Promotion

2.2   Policy Statement

2.3   Roles and Responsibilities

2.4   Procedures

2.5   Eligibility and Evaluation Criteria

2.6   Accreditation of Scientific Journals

2.7   Calendar of Activities

2.8   Forms, Templates and Instruments Used

Principles of Academic Promotion

The Academic Promotion Policy at CUCA is based on the following principles:

Confidentiality

Academic Promotion Policy protects the information of faculty applying for promotion. Their dossier shall not be shared with third parties other than referees. Where the decisions on academic promotions are not in favor of the faculty, it shall be handled with discretion, and such results shall be shared only with the faculty to preserve his/her dignity. No formal announcements shall be made to disclose the names of the faculty who did not succeed in their applications for promotions.

Fairness and Impartiality

Academic Promotion shall be fair and impartial. Any appearance of conflict of interest shall be disclosed by the members of Academic Promotion Committee to make sure that decisions are not influenced and maintains the integrity of the policy. Where an appeal is made, due diligence will be made in the review of the decisions.

Planned Activities

Academic Promotion is a planned activity carried out as per Calendar to allow faculty to prepare, as well as for the Academic Promotion Committee to make decisions. Calendar of Activities related to Academic Promotion is communicated to all faculty to allow equal chances to apply.

Defined Criteria

The Academic Promotion is based on defined criteria which are clear and understood by the faculty and the judging panel. Evaluation criteria shall be objective and where necessary, sufficient time is allocated to educate the faculty and the judging panel on such criteria and ratings.

Academic Integrity

Academic Promotion is based on academic integrity. Any academic misconduct will not be tolerated and subject to disciplinary action.

General Promotion Rules

1. An Assistant or Associate Professor may apply for promotion to a higher rank four months prior to completing the required period stipulated for applying to the higher rank if the other conditions required for this rank are applicable.
2. If the procedures of promotion are completed before the end of the required period, the date for promotion to the higher rank shall be the end of this period.

3. All correspondences pertaining to the promotion process at the level of the department and college shall be confidential.
4. An applicant for promotion may request the College President, in writing, to review the recommendations of the promotion committees at the level of the department and college in case any of these committees refuses to process the application, provided that the applicant provides evidence of procedural irregularities.
5. Faculty members who applied for promotion prior to the formation of the College Central Committee for Academic Promotion in 10 March 2018 and who have their promotion dossier already sent for refereeing shall have their promotion decided by the Vice- Chancellor and seconded by the Committee.

Policy Statement
1. All faculty applying for academic promotion shall abide by the regulations, timelines, procedures, and documentation requirements and formats as indicated in this policy document.
2. Any incomplete submission shall be returned to the applicant and shall not be considered for review
3. Any submission past the deadlines shall be returned to the applicants and shall not be considered for review
4. Conflict of interest form shall be submitted by the members of the Academic Promotion at least 2 weeks from the date of closing for receiving the applications from faculty. Replacements shall be done at least 2 weeks before start of the review of applications. (*Refer to Procedures on Conflict of Interest*)
5. Members of the Academic Promotion Committee shall abide by the Terms of Reference included in this Policy Document.
6. Faculty promotion from mother university shall be recognized as promotion at CUCA provided the institution is a recognized university in the UAE.

Conflict of Interest
The following shall be considered as conflict of interest, and corresponding Conflict of Interest form shall be filled (*Refer also to Procedures on Conflict of Interest*):

1. If the applicant is a member of the Academic Promotion Committee
2. If the applicant is the HoD of the member of the Academic Promotion Committee
3. If the applicant was a member of the Academic Promotion Committee when any of the current members of the Academic Promotion Committee previously applied for promotion.
4. If the applicant is a previous teacher/mentor/supervisor of one of the members of the Academic Promotion Committee

5. If the applicant is next of kin of one of the members of the Academic Promotion Committee
6. If the applicant is related to any of the referees

Policy on Academic Misconduct

Professional integrity is of core importance at all reputable educational institutions including research institutions and universities. The CUCA is responsible for providing a suitable environment that fosters intellectual and professional integrity and honesty and therefore does not tolerate misconduct in any aspect of research or scholarly endeavor.

CUCA's policy is based upon the following professional and ethical standards that have been well established in the field of research:

1. Applying scholarly and scientific rigor and integrity in obtaining, recording and analyzing data and in reporting and publishing results (not fabricating or falsifying data or results).
2. Recognizing the substantive contributions of all collaborators (e.g. using the unpublished work of other researchers and scholars only upon their consent and providing them due acknowledgment).
3. Ensuring that the authorship of published work includes all persons who have materially contributed to and/or share responsibility for the contents of the publication, and only those persons.
4. Obtaining written consent from authors before using new information, concepts or data originally obtained through access to confidential manuscripts or applications or through refereeing or participating in refereeing projects submitted by other researchers with the aim of securing project funding.
5. Obtaining approval from the Research Committee in colleges of medical and health sciences before engaging in any research that involves human subjects and complying fully with the approved research protocol in performing such research.
6. Stating in writing to research sponsors (whether this college or another), journals or funding agencies, any material conflict of interest (financial and/or other) that might influence a sponsor's decision or a sponsor's request of an individual to review research or research project funding applications, test products or to undertake work sponsored by external sources.

Misconduct in research is not limited to any deviation from the above stated standards. It is CUCA's responsibility to investigate all allegations of misconduct in research

involving any researchers at CUCA and to take any appropriate action necessary in a prompt and effective manner.

The Head of Department
1. The Head of Department (HoD) shall be responsible for attending orientation in relation to the academic promotion policies, guidelines on the implementation of the policy, and educating his/her faculty.
2. The HoD shall ensure that the faculty evaluations are carried out every year as per approved policies and procedures and the calendar of activities
3. The HoD shall be responsible for holding meetings with the faculty on any changes on the policies and procedures, and provide avenues for clarifications.

The Faculty
The HoD shall be responsible for holding meetings with the faculty on any changes on the policies and procedures, and provide avenues for

The Human Resources Department
1. The HRD shall be responsible for providing the unified forms and templates related to faculty performance review and oversee its implementation
2. Coordinate with the HoDs on any policy amendments
3. Provide training to HoDs related to policy amendments

The Quality Assurance and Institutional Effectiveness Department
1. The QAIED shall be responsible for the objectivity of the instruments used and where necessary, assist the HR in developing necessary forms, templates or evaluation forms
2. The QAIED shall be responsible for overseeing the implementation of the processes in coordination with relevant department
3. Where requested, the QAIED may provide data analysis and support.

Procedures

Preparation of the Dossier (for Faculty)
The applicant should submit seven copies of the promotion dossier. Each copy should contain:
1. A completed printed application form.
2. The applicant's curriculum vitae indicating academic degrees and the dates each was obtained, academic ranks the applicant attained before and after joining the City University College of Ajman, all the research work submitted for promotion, teaching experience, academic advising, and college and community services.

3. Copies of the research work submitted for promotion.
4. Sufficient information about the journals and periodicals in which the research work was published (or accepted for publication) including the editorial board, process of refereeing, publishing rules, whether the journal or periodical is indexed or not, the institution in charge of issuing the journal or periodical, and the impact factor if available.
5. A list of the research output submitted for promotion including citations for various research publications.
6. Evidences to prove the applicant's contribution in teaching and academic advising, including peer evaluation reports and students' evaluations.
7. Evidences to prove the applicant's contribution to the college and community services.

Application for Promotion

Promotion Procedures at Departmental Level
Applications for promotion shall be processed in the department of the applicant as follows:
1. Applications for promotion shall be submitted to the department chairperson (*Refer to CUCA Academic Promotion Application Form*) during the first week of January, April, or October of each year. Applicants should submit complete dossier (*Refer to Dossier Checklist*). Incomplete applications will be returned and will not be considered.

2. The department chairperson shall refer the application to the Department Academic Promotion Committee (DAPC) for review.

3. The DAPC shall review the promotion application to make sure that each application satisfies the promotion requirements. The DAPC may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The DAPC shall prepare a detailed report including the results of reviewing the application, and a recommendation of whether or not to proceed with the promotion process. The Department Chairperson shall refer the report of the committee together with the application dossier to the Vice-Chancellor in a maximum period of one month from the date of his or her receipt the application.

shall review the promotion application to make sure that each application satisfies the promotion requirements. The DAPC may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The DAPC shall prepare a detailed report including the results of reviewing the application, and a recommendation of whether or not to proceed with the promotion process. The Department Chairperson shall refer the report of the committee together with the application dossier to the Vice- Chancellor in a maximum period of one month from the date of his or her receipt the application dossier.

Promotion Procedures at College Level

Applications for promotion shall be processed at the College level as follows:

A. In September of each year, a committee called the College Central Committee for Academic Promotion (CCC-AP) for Faculty Members is formed. It consists of at least five members in addition to the Committee Chairperson.

B. The CCC-AP shall review the promotion applications to make sure they satisfy the promotion requirements, taking into consideration the reports of the DAPC. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier.

C. The CCC-AP shall select four referees from the list nominated by the DAPC for evaluating the applicant's academic or creative work. The Committee Chairperson may add additional specialized referees after consulting with the members of the Central Committee. The College President or his deputy shall undertake all correspondence with the referees.

D. Each referee shall be sent a copy of the applicant's CV, the CUCA Promotion By-Laws, the research output that the Central Committee accepted for promotion, and the forms for evaluating research output. The College President or his deputy may send the dossier to a new referee if any of the original referees does not respond in a period of three months.

E. The CCC-AP shall review and discuss the evaluation results after receiving the responses of at least three referees provided that the average of each referee's evaluation is not less than Good. Otherwise, the review shall await the response of the fourth referee.

F. The College President shall refer the recommendations of the College Central Committee for Academic Promotion to the ==CUCA College Council== for consideration. The decision of the ==College Council== whether or not to promote the applicant shall be made by a simple majority of the members attending the meeting.

7. The decision of the College Council whether or not to promote the applicant shall be referred to the College President to issue the decision of promotion. A promotion shall be effective as of the date of the President's decision.

8. In case the CCC-AP rejects an application for promotion or the College Council does not approve the promotion decision, or if College President does not approve the promotion, the applicant will be notified of this decision in writing. The faculty member, in such a case, may reapply for promotion after at least one year from the date of notification provided that he/she submits at least two new research articles for promotion to the rank of Associate Professor where he/ she is the main researcher in at least one, and one at least is published or accepted for publication. An applicant to the rank of Full Professor should submit three new research articles where he/ she is the sole researcher in at least two.

Figure 1 shows the Academic Promotion Procedure.

Figure 3: : Academic Promotion Procedure
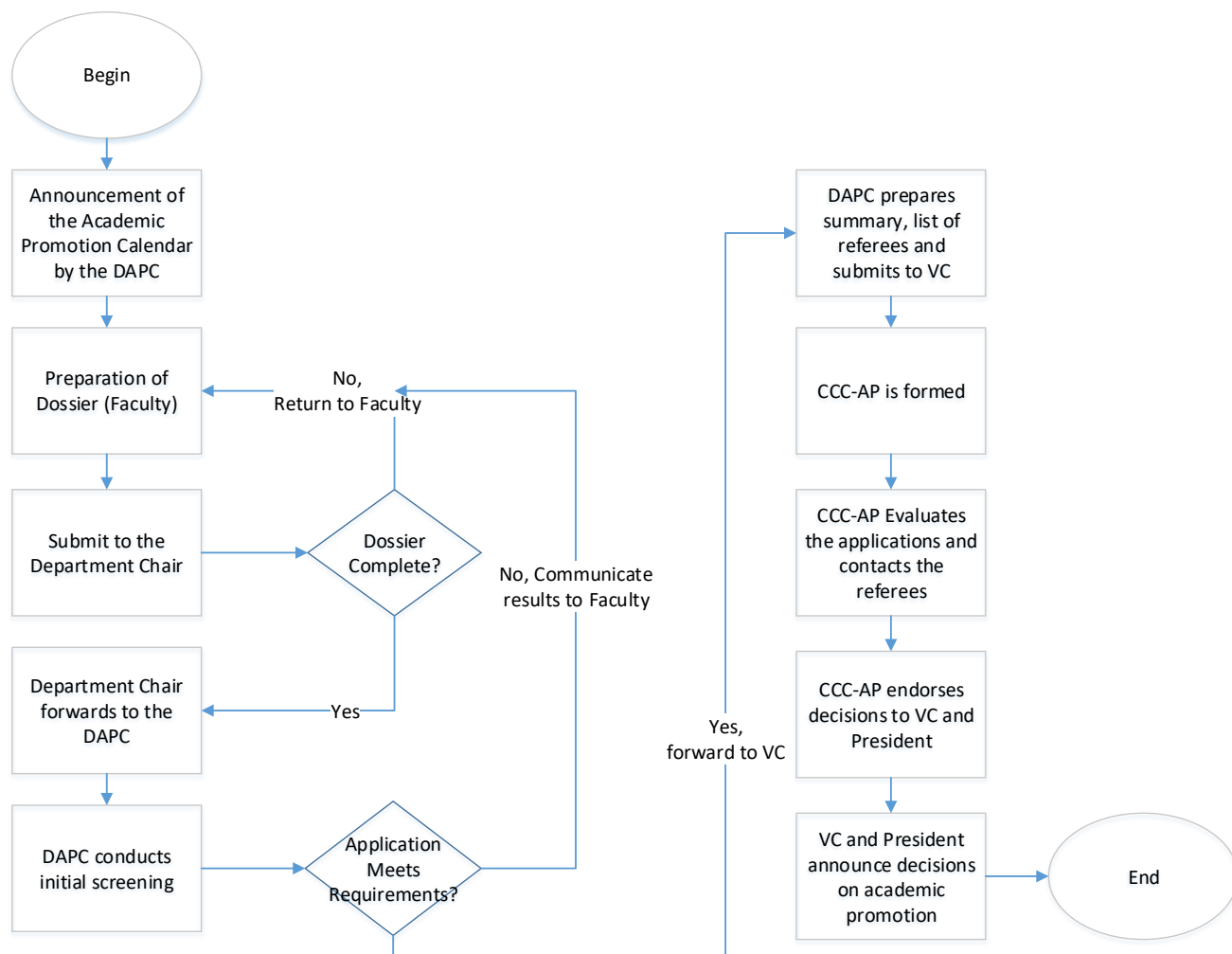
Conflict of Interest

To preserve the integrity of the results of the academic promotion, members of the DAPC and CCC-AP are advised to disclose any Conflict of Interests (*Refer to Section 2.2.1 on what constitute Conflict of Interest)*

1. Members of the DAPC or CCC-AP upon receipt of the applications for academic promotion shall disclose any conflict of interest using the *Conflict of Interest Form*.
2. The Chair of the DAPC or CCC-AP shall convene a meeting to discuss replacement of the member.
3. Replacement of the member shall be announced to the faculty-applicants.

4. The replaced member shall not be allowed to have any involvement in the academic promotion for the specified period.
5. Failure to disclose conflict of interest shall be subject to disciplinary action as per HR Manual.
6. Failure to disclose conflict of interest shall invalidate the results of the academic promotion.

Decisions and Appeals

The CCC-AP shall make the final recommendation after summarizing the results of their evaluation and that of the referees. Recommendations are subject to the approval of the Vice Chancellor and the President. The decision shall be final and no appeals may be entertained. Faculty are allowed to re-apply on the next cycle of promotion.

Eligibility and Evaluation Criteria

Promotion Criteria

The following criteria will be the basis for academic promotion at CUCA:

1. Research and Scholarly Activities (60%)
2. Teaching and academic advising. (25%)
3. College and community services. (15%)

Academic Research

This criterion refers to research and publications in the applicant's field of specialization. Research admissible for purposes of promotion includes:

A. Research published (or accepted for publication) in refereed journals in the applicant's field of specialization ~~or in a closely related field~~, provided that these journals are regularly published by universities, academic or scholarly societies, associations, scientific research centers, or international publishing houses in accordance with standards approved by the City University College of Ajman.
B. Research published (or accepted for publication) in conference proceedings of scientific conferences in the applicant's field of specialization. These conferences must be organized by universities, scientific associations or scientific research centers. The applicant should have been an oral presenter and not poster presenter. The research papers must be refereed prior to publication by two referees in the applicant's field of specialization. Only one such research paper may be considered for promotion.
C. Books or book chapters published (or accepted for publication) by a publishing house, a university, or an academic association in the applicant's field of specialization. Books or book chapters in printing house will only be considered if an editorial board is available. Such books must have been evaluated by at least two

referees in the applicant's field of specialization prior to publication. Each book is considered as a research paper. <u>One</u> such book may be considered for promotion.

D. Artistic and creative works of Arts and Design for the Fine Arts and Design specializations shall be considered for promotion purposes. These creative works must have been displayed in museums or internationally acknowledged exhibitions. Each new creative work is considered equivalent to one research article provided that the work is documented in museum or art exhibition publications in accordance with the criteria approved by CUCA.

F. Case studies in the applicant's field of specialization published (or accepted for publication) in refereed academic journals. Only one such article may be considered for promotion.

G. Published university textbooks in the applicant's field of specialization provided that their contents are of a substantial nature. A maximum of one such textbook may be considered for each promotion.

H. Heritage books that have been refereed, reviewed, and published by a university, an academic association, a reputable publishing house or in a refereed scientific journal. Such books must be in the applicant's field of specialization and must have been evaluated prior to publication by at least two referees in the field of specialization. Only one such book may be considered for promotion. Each refereed and reviewed book is considered as a research paper.

I. Research published in specialized books in the applicant's field of specialization. These books must have been refereed by at least two referees in the applicant's field of specialization prior to publication and must have been published by a university, an academic association, or by an international publishing house. Only one such research may be considered for promotion.

J. Under all circumstances, the total number of books referred to in items (D), (E), (F) and (G) above shall not exceed two for promotion to the rank of associate professor and three for promotion to the rank of full professor.

K. Under all circumstances, in case the books referred to in items (D), (E), (F) and (G) above have not been refereed yet, CUCA shall send them to at least two external referees prior to considering them for promotion.

E. Translation of Books or Articles
Translation of books or book chapters, and articles from one language to another shall be considered as scholarly activity so long as the materials are published in publishing house or printing house with editorial board.

Teaching and Academic Advising

The applicant's performance in teaching and academic advising shall be evaluated in accordance with the following criteria:

1. Number and variety of courses taught at the undergraduate and graduate (if applicable) levels

2. Student evaluations

3. Academic advising

4. Thesis/dissertation supervision (if applicable)

5. Professional Development

College and Community Services

The applicant's performance in College and community services shall be evaluated in accordance with the following criteria:

1. Serving on department and college committees.

2. Participating in the activities of local, regional, or international academic and professional associations in the applicant's field of specialization.

3. Participating in training and educational activities inside or outside the College.

4. Providing academic or professional consultations in the applicant's field of specialization.

Promotion Eligibility

Promotion to the Rank of Associate Professor:

An Assistant Professor applying for promotion to the rank of Associate Professor shall:

1. Have obtained the equivalency of their degree in their field of specialization in accordance with the rules and regulations of the Ministry of Education in the UAE.

2. Have spent a minimum of five years as an Assistant Professor, of which at least two years have been at the City University College of Ajman.

3. Submit a minimum of five research or scholarly activities published (or accepted for publication) in his/ her field of specialization during the last 2 years from the date of application, of which he/ she is the sole author of at least three of them. The research and scholarly activities should not have been part of completing an academic degree. In case of jointly published articles, the applicant must provide

a statement from the main researcher specifying the applicant's role in the article. The acceptable percentage contribution shall be based on the number of authors:

Number of Authors	Percentage Contribution
2	50%
3	33%
4	25%

In case of scientific research involving 5 or more researchers, a signed verification from the main author shall be required. (==*Refer to Statement of Authorship Form*==)

4. Have had at least two research articles completed and published or accepted for publication while working at the City University College of Ajman.

5. Have had his research and scholarly activities published or accepted for publication after obtaining the rank of Assistant Professor.

6. Have taught at the university level for the full period stated in item (2) above, and his overall evaluation in teaching and academic advising shall not be less than Very Good as per the university performance review

7. Candidates holding a PhD degree from a foreign university are required to include within their dossier at least two research articles published (or accepted for publication) in foreign refereed periodicals. The number of articles published in a foreign language must not exceed two articles, provided that the applicant for promotion is fluent in the foreign language in which the research was written. The Committee may reject research published in anonymous journals or have doubts about their credibility.

8. Have contributed to college and community services with an overall evaluation of at least Good as per the university performance review

9. Have obtained 70 points out of 100 points designated for research, 25 points out 100 points for teaching and academic advising, and 15 out of 100 points for college and community service. The Applicant's overall points should not be less than 38 out of 60, at least three of his or her research papers must obtain Good grade. Each refereed research must not have less than 50% of total points assigned for each research article.

10. The committee holds the right to refrain from proceeding with the promotion procedures if it deems it necessary.

Promotion to the Rank of Full Professor

An Associate Professor applying for promotion to the rank of Full Professor shall:

1. Have obtained the equivalency of their degree in their field of specialization in accordance with the rules and regulations of the Ministry of Education in the UAE.

2. Have spent five years as an Associate Professor, of which at least two years have been at the City University College of Ajman.

3. Submit a minimum of six research and scholarly activities published (or accepted for publication) in his/her field of specialization during the last 2 years from the date of application, of which he or she is the primary or sole author of at least four of them. The research and scholarly activities should not have been part of completing an academic degree. In case of joint authorship, applicants are required to specify their contribution for each publication and have this verified by the main author, according to the percentage of their contribution. The acceptable percentage contribution shall be based on the number of authors:

Number of Authors	Percentage Contribution
2	50%
3	33%
4	25%

In case of scientific research involving 5 or more researchers, a signed verification from the main author shall be required. (*Refer to Statement of Authorship Form*)

4. Have had his research and scholarly activities published or accepted for publication after obtaining the rank of Assistant Professor.

5. Have had at least three articles actually completed and published or accepted for publication while working at the City University College of Ajman.

6. In case of applicants who obtained their PhD from a foreign university, two out of six research papers referred to in (3) above, must be published or accepted for publication in foreign refereed periodicals accepted by the committee. The number of articles published in a foreign language must not exceed two articles.

7. Have taught at the University level for the period stated in item (2) above, and his overall evaluation in teaching and academic advising shall not be less than Very Good as per the university performance review

8. Have contributed to university and community services with an overall evaluation of at least Good as per the university performance review

9. Have obtained 70 points out of 100 points designated for research, 25 points out 100 points for teaching and academic advising, and 15 out of 100 points for college and community service. The Applicant's overall points should not be less

than 42 out of 60. At least three of his or her research papers must obtain Good grade, and each refereed research must not have less than 50% of total points assigned for each article.

10. The committee holds the right to refrain from proceeding with the promotion procedures if it deems it necessary.

Accreditation of Scientific Journals for Promotion

Academic periodicals and journals must meet the following conditions:

1. Academic periodicals and journals must be published by a recognized university, a specialized academic association, a scientific research center, or an international publishing house.

2. Academic periodicals and journals must have a specialized editorial board consisting of outstanding scholars.

3. Academic periodicals and journals must subject articles to refereeing by at least two referees provided that they are not from among the editorial and consultative boards. These periodicals and journals should explicitly state their policy and process of refereeing. The Promotion Committee may ask the applicant to submit the reports of the referees if deemed necessary.

4. Academic periodicals and journals should publish their regulations of publishing studies and research articles.

5. Academic periodicals and journals should state that published articles must satisfy the scientific publishing criteria in terms of organization, proper citation, editing, etc.

6. Academic periodicals and journals shall be issued regularly as scheduled and actually be in circulation.

7. Academic periodicals and journals should have a national or international standard serial number (ISSN).

8. Academic periodicals and journals should have been regularly issued for at least three years prior to the date of the publishing the article.

9. The Committee has the right to reject the credibility of any periodical without any objection from the applicant. The Committee has the right to oversee the three years condition mentioned in (8) above if the periodical credibility is confirmed.

Calendar of Activities

Date	Activity	Responsibility	Remarks
	Annual Performance Review	HR, HoD, VC	HR conducts annual performance review in coordination with the HoDs, this will include the student evaluation of faculty
January and July	Announcing the Calendar of Activities for the academic promotion	HoD	The HoD shall be advised by the Academic Promotion Committee to announce the start date for accepting the applications for the academic promotion
	Preparation of Dossier	Faculty-applicants	Faculty will respond by preparing their dossier as per list provided
January and August	Submission of dossier	Faculty-applicants	Faculty submits their dossier to their HoD
	HoD submits the applications to the Academic Promotion Committee at Department Level	HoD	The HoDs reviews the completeness of the application and forwards to the academic promotion committee
	Conflict of Interest Declaration	Members of DAPC	Members of the DAPC, after receiving the applications shall disclose any conflict of interest
	The Department Academic Promotion Committee conducts preliminary screening	Academic Promotion Committee	The committee convenes to review the applications. Any conflict of interest shall be disclosed, any replacements shall

			be made
	Summary of Results	Department Academic Promotion committee	Committee consolidates all the results and reports to the Vice Chancellor
	Announcement of results (unsuccessful applicants)	Academic Promotion	Chair of academic promotion committee shall inform the faculty-application in confidence the decision on his/her application
	List of Referees	DAPC	The DAPC shall prepare the list of at least 4 referees, and submit the same to the Vice Chancellor
September	College Central Committee for Academic Promotion (CCC-AP) formation	VC	The College shall form the CCC-AP to evaluation the applications forwarded by the DAPC
	Conflict of Interest Declaration	Members of CCC-AP	Members of the CCC-AP, after receiving the applications shall disclose any conflict of interest
	Vetting and Decisions on applications for promotion	VC and Academic Promotion	Final selection for promotion shall be made
	Decisions	VC and President	Final decision on promotion
	Announcement of results (successful applicants)	VC and President	Congratulatory announcement for all those who are promoted

Forms, Templates and Instruments Used

Conflict of Interest Declaration Form

Name of Committee Member	
Department	
Academic Year	
Declaration: After having received the list of applications for academic promotion, I hereby declare that as member of the academic promotion committee, I have a conflict of interest and would like to ask for my replacement in order to preserve the integrity of the results:	
Nature of Conflict	☐ I am one of the applicants ☐ The applicant is my HoD ☐ The applicant was a member of the Academic Promotion Committee when I applied for academic promotion in the previous years ☐ The applicant is my previous teacher/mentor/supervisor ☐ The applicant is my next of kin ☐ Others, please specify _____ _____ _____
Approval	 Dr. Mohamed S. Amerah Vice Chancellor
Replacement	

Dossier Checklist

The below item shall serve as the checklist for the faculty applying for academic promotion.

Item Number	Description	Submitted	
1	Completed Application Form	☐ Yes	☐ No
2	Curriculum Vitae	☐ Yes	☐ No
3	Copies of Research work submitted for promotion	☐ Yes	☐ No
4	Information related to the journals and periodicals in which the work was published	☐ Yes	☐ No
5	Applicant's Workload to show courses and number of students' taught, academic advising, other administrative load	☐ Yes	☐ No
6	Evidences of community service	☐ Yes	☐ No
7	Copy of performance review report	☐ Yes	☐ No

Academic Promotion Application Form

Section A – Faculty Declaration

Name of Faculty	
Department	
Academic Year	
Date of Joining CUCA	
Current Academic Rank	☐ Lecturer ☐ Assistant Professor ☐ Associate Professor
Number of Years in Current Academic Rank	
Academic Rank Sought	☐ Assistant Professor ☐ Associate Professor
Faculty Declaration: I hereby submit for consideration my Application for Academic Promotion with all the relevant documents required. I declare that all documents submitted herewith are true and correct.	
Submitted by	_____ Name and Signature of Faculty Academic Rank Date : _____/_____/20___

Received by	
	_____ Name of HoD or Chair of Academic Promotion Position Date : _____/_____/20___

Section B – Details of Research and Scholarly Activities

RESEARCH AND SCHOLARLY ACTIVITIES (WEIGHT =60%)				
Details of Research and Scholarly Activities	**Funding Source**	**Date Published**	**Publication Details**	**Publication Type Local/International Index/Non-indexed**
1				
2				
3				
4				
5				
COMMENTS				

Section C – Details of Teaching and Learning

TEACHING AND ACADEMIC ADVISING (WEIGHT=25%)				
A. DETAILS OF COURSES TAUGHT (During the Last 3 Semesters)				
Course Name	**Course Title**	**Number of Students**	**Academic Year/ Semester**	**Student Evaluation Results**
UNDERGRADUATE LEVEL				
1				
2				
3				
4				

		TOTAL		AVERAGE	
GRADUATE LEVEL					
1					
2					
3					
4					
		TOTAL		AVERAGE	
ACADEMIC ADVISING					
		AY and Semester	Number of Students	Students on Academic Probation	
1					
2					
3					
4					
MEAN RATING					
COMMENTS					

Section D – Details of College and Community Services

COLLEGE AND COMMUNITY SERVICES (WEIGHT=15%)				
DETAILS OF ACTIVITIES				
Professional Development Attended	**Date and Duration**	**Organizer**	**Local/ International**	**Duration**
1				
2				
3				
4				
5				
COMMENTS				

Section E – Summary

OVERALL RATING				
CRITERIA	WEIGHT	SCORE	EQUIVALENT	REMARKS
Teaching and Academic Advising	25%			
Research and Scholarly Activities	60%			
College and Community Services	10%			
TOTAL	100%			

RECOMMENDATIONS FROM DAPC

RECOMMENDATIONS FROM REFEREES

RECOMMENDATIONS FROM CCC-AP

COMMENTS AND APPROVAL

_____
Dr. Mohamed S. Amerah
Vice Chancellor

Date: ____/____/____

_____
Mr. Imran Khan
President

Date: ____/____/____

2.8.4   Statement of Authorship

Main Author	
Institution	
Department	
Title of Research	
Journal Details	
Date of Publication	
Name of Co-Author/s	

Main Author Declaration:

I hereby attest that I am the main author of the above-mentioned research/scholarly activity in cooperation with the co-authors. As main author, I verify that

_____
Name of Faculty Co-Author

was my co-author, he/she has significant contributions in:

☐ the conceptual design
☐ data collection
☐ data analysis
☐ interpretation and presentation of reports
☐ preparation of the manuscript
☐ preparation of the final draft

His/her percentage contribution is:

☐ 50%
☐ 40%-49%
☐ 30%-39%
☐ 20%-29%
☐ 10%-19%
☐ less than 10%

Signed:	
	_____ Name of Main Author Academic Rank Affiliation Date : _____/_____/20___

Witness:	
	_____
	Name of Witness
	Academic Rank
	Affiliation
	Date : _____/_____/20___

Guidelines for Evaluating Teaching and Academic Advising

Guidelines for Evaluating Research and Scholarly Activities
(Example Only)

A. Research and Scholarly Activities		Max Points	Point Equivalent (60%)
Funding Source	CUCA Funded		
	Self		
	Local		
	International		
	Private		
	Government		
Grant Amount			
	Below 1,0000		
	10, 000 – 100,000		
	100,000-1,000,000		
	More than 1,000,000		
Research Publication			
	Non-indexed		
	Indexed Journals		
Conference Proceedings			
	Local		
	International		
Accepted for Research			
	Non-indexed		
	Indexed Journals		
Book Chapter			

	Local		
	International		
Book			
	Local		
	International		
Translation of Book Chapter			
	Local		
	International		
Translation of Book			
	Local		
	International		

Guidelines for Evaluating Community Services
(Example Only)

Criteria		Max Points	Point Equivalent (25%)
Organizer/Sponsor	CUCA		
	Self		
	Local		
	International		
	Private		
	Government		
Role			
	Guest Speaker		
	Keynote Speaker		
	Participant		
	Facilitator		
Beneficiary			
	Students		
	Faculty		
	Community		
	College		
Duration			
	Less than 2 hours		
	2-4 hours		
	4.01-8 hours		
	More than 8 hours		

Academic Misconduct and Plagiarism

Academic Integrity

One of the main objectives of CUCA is to provide quality undergraduate education. All members of the College community are required to show commitment to this objective, including an obligation to promote the highest standards of integrity in study, instruction, and evaluation.

Dishonesty or unethical behavior has no place at CUCA. The integrity of the academic process requires fair and impartial evaluation by the faculty and honest academic conduct and effort by its students.

Therefore, students are expected to conduct themselves at the highest levels of responsibility while fulfilling the requirements of their studies. Similarly, the faculty has a responsibility to make clear to students the evaluation standards that apply and the resources that students may use in a given course.

Definitions

Plagiarism

This violation occurs when a student takes the words or ideas of another and uses them as if they were their own. This can happen in three ways:

- A student copies the words of another person without using quotation marks and without giving reference to the source
- A student puts the ideas of another person into the student's own words but does not give reference to the source
- A student duplicates the structure of thought or organization of another person but does not give reference to the source

When students make use of concepts or words from an outside source, whether in the form of a direct quotation or of paraphrase, they must give credit to the original source for each idea by footnote, parenthetical reference, or other bibliographic technique acceptable to the instructor.

Academic integrity presumes that all work submitted as a part of academic requirements is the product of the student submitting it unless credit is given with proper bibliographic techniques as prescribed by the course instructor.

Collusion

Collusion occurs when someone else writes all or any part of a student's paper.

Cheating

Cheating includes, but is not limited to, a student looking at another's work or using unauthorized materials during a test or written assignment.

Cheating, plagiarizing, or otherwise falsifying the results of study is prohibited. These policies apply not only to examinations, but to all work handed-in, such as papers, reports, solutions to problems, tapes, films, and computer programs, unless authorized by the instructor.

Plagiarism Detection Software

CUCA uses TurnItIn plagiarism detection software to verify the originality of student work. This software provides an important first step for instructors in their evaluation of student work. The process for the use of TurnItIn is as follows:

a. The CUCA IT staff conducts initial training on the use of TurnItIn for all faculty members in the computer labs. They are also available to assist with any questions or technical problems encountered.
b. Instructors provide brief instructions to students on how they use Turnitin to verify the originality of written work.

Faculty members are responsible for providing students with an explanation of the freedom they may exercise in collaboration with other students or in the use of outside sources.

This includes the student's own work prepared and submitted for another course, during group study sessions, and in take-home examinations.

Any doubts on the part of students about what constitutes academic dishonesty should be discussed with and will be resolved by the course instructor.

Academic Dishonesty

The policy for academic dishonesty is outlined below.
All academic work and materials submitted for assessment must be the work of the student.

Cheating is not only limited to copying from the work of others and providing unauthorized assistance, but also includes the use of devices or other surreptitious means for the purpose of obtaining falsely-derived passing scores on examinations.

Students are prohibited from submitting any material prepared by or purchased from another person or company.

All students are expected to take the process of advanced education seriously and act responsibly. Students who violate examination or assignment rules are subject disciplinary action.

Penalties for Academic Dishonesty

A student who commits and act of Academic Dishonesty shall be subject to the following penalties:

First Attempt
Penalties
- Letter of warning
- Resubmission with mark penalty (50% marks for the submitted exam or assignment)
- Zero marks for the work submitted (exam or assignment)

Second Attempt
Penalties
- Letter of warning
- Zero marks for the work submitted (exam or assignment)
- A grade of F for the course

Third Attempt
Penalties
- Letter of warning
- A grade of F for the course
- Suspension or dismissal from the College

Procedure
- Students shall be given orientation about the College rules, regulations and procedures of Academic Dishonesty
- The penalties for academic misconduct shall be applied to students after the first year of joining the College. This is to ensure that students had enough time to learn about CUCA rules and procedures of Academic Dishonesty.
- The faculty member who discovers the academic integrity violation completes a report describing the disciplinary infraction incident
- Submit the report to the Department Chair
- After review, the Department Chair decides on the appropriate action to take based on the particular case (as shown in the options listed in the preceding section)
- Distribute copies of the violation report to the student, faculty member, Department Chair, and the Registrar
- The Registrar places a copy of the report in the student file and in the University Management System Record of Misconduct
- Faculty shall have access to the electronic version of the Record of Misconduct.

Verification Process

Students who deny dishonesty must reconstruct or reproduce the suspected work in a way agreeable to and under the supervision of the faculty member to prove that no dishonesty has occurred.

If the student declines the opportunity to reconstruct or reproduce the suspected work, the matter is ended, and the faculty may impose one or more of the penalties listed above.

Students who produce what constitutes proof that the work is indeed their own, and the faculty still disagrees, the student may then file a grievance.

Plagiarism

Policy Objective

Plagiarism is defined as using the work and ideas of others as your own, without proper citations. The aim of this policy is to uphold intellectual property rights by ensuring that works submitted by students are original, and that suitable actions are in place to deal with cases of Plagiarism. This policy provides a formal procedure for verifying the authenticity of students written work, the maximum acceptable similarity index, and disciplinary actions.

Policy Scope

The policy applies to all assessments (written assignments, internship reports, graduation projects, and thesis) at the graduate and undergraduate levels.

Policy Statement
1. Faculty shall inform students about the policy on Plagiarism at the beginning of each semester.
2. All assessments (written assignments, internship reports, graduation projects, and thesis) shall be uploaded into Turnitin software for similarity checks.
3. The similarity report generated by Turnitin shall be attached to the written assignment, internship report, graduation project and thesis **by the student during submission of the course work.**
4. The maximum acceptable total similarity percentage for any coursework shall be 10%, from all sources.
5. Documents with similarity percentage of more than 10% shall be automatically considered plagiarized and will be subject to penalties as stipulated in this policy statement,
6. The similarity percentage for individual sources shall not be more than 5%,
7. Subject to empirical data on the succeeding 2 semesters, the similarity index threshold shall be reviewed and revised.

Procedures

A. **Setting the Similarity Index Threshold**
1. Small matches of up to 6 words shall be excluded from similarity checks,

2. Bibliographies, sources, figures, equations, formulas, shall be excluded from the similarity checks.

B. **Penalties for Plagiarism (10% or higher similarity index)**

Penalties for plagiarism may be any or a combination of the following as decided by **the Student Disciplinary Committee** *(refer to committee terms of reference)* Penalties shall be the same as the Academic Dishonesty.

C. **Reporting**
1. Allegation of plagiarism shall be submitted by the faculty to the HoD with the following attachments:
    1.1 Plagiarism Allegation Form (*PL-Form-01*)
    1.2 A copy of the submitted coursework
    1.3 A copy of the Turnitin similarity report
D. **Investigation:**
    The faculty and HoD shall determine if the student is a first time or perennial offender. Investigation shall be completed within 7 days from receipt of the allegations.
E. **Decision**
1. For first time offender, with a similarity report of less than 10%, the student may be asked to re-submit the coursework
2. For perennial offender and similarity index of 10% or higher, the faculty and HoD may choose to apply Section B.
3. Decision shall be communicated to students within 14 days from the receipt of allegations of plagiarism.
4. Use *PL-Form-02: Decision on Allegations of Plagiarism*
F. **Appeal**
1. Students have the right to appeal on decisions through filling up *PL-Form-03: Appeal On Decision On Plagiarism* within 10 days from receipt of the decision.
2. Decision on the Appeal shall be made within 7 days from receipt of the appeal.
3. No further appeal can be made on the decisions on the Appeal.

ALLEGATIONS OF PLAGIARISM (PL-Form-01)

Academic Year	
Student Name	
Program/Department	
Course Name/Course Title	
Faculty Name	
Faculty's Signature	
Assessment Title	
Date of Issue	
Date of Submission	

Use this form if you want to file an Allegations of Plagiarism against student's coursework.

Tick the appropriate box

Similarity index below threshold (5%individual, 10% total), first time offender ☐

Similarity index below threshold (5%individual, 10% total), perennial offender ☐

Similarity index of 10%, first time offender ☐

Similarity index of 10%, perennial offender ☐

Similarity index above 10% ☐

Note: If the above are not relevant, and if you have not ticked a box, you do not have grounds for Allegations of Plagiarism.

(Attach copy of the submitted coursework and the Turnitin similarity report with this form to the HoD).

DECISION ON ALLEGATIONS OF PLAGIARISM (PL-Form-02)

Academic Year	
Student Name	
Student's Signature	
Program/Department	
Course Name/Course Title	
Faculty Name	
Assessment Title	
Date of Issue	
Date of Submission	

Following a thorough investigation on the Allegations of Plagiarism, the following has been decided:

Tick the appropriate box

Student shall re-submit the work, deadline to be decided by the Faculty	☐
Student shall receive a Zero Mark in the Assessment	☐
Student is excluded from the Course	☐
Student is suspended for one semester	☐
Student is suspended for one Academic Year	☐
Student is expelled from the Program	☐
Student is expelled from the College	☐

Approvals:

HoD's Name and Signature	
Date	
Vice Chancellor's Signature	
Date	

Student Attestations:
I hereby receive the decision and penalties. I understand that I can make an appeal on the decision within 10 days from receipt of this document.

Student's Name and Signature	
Date	

APPEAL ON DECISION ON PLAGIARISM (PL-Form-03)

Academic Year	
Student Name	
Student's Signature	
Course Name/Course Title	
Faculty Name	
Assessment Title	
Date of Issue	
Date of Submission	

Use this form if you want to appeal against the decision on Allegations of Plagiarism. Appeals shall be submitted within 10 days from receipt of the Decision in order for the appeal to be valid.

The following are the only grounds for appeal. Before you write anything, consider whether your appeal is a valid one. Tick the box which relates to your circumstance.

Tick the appropriate box

There was an error in the submission of the coursework ☐

The assessment procedure and/or examinations was not conducted in ☐
accordance with the approved regulations.
Other reasons, use the space below ☐

Note: If the above are not relevant, and if you have not ticked a box, you do not have grounds for appeal.

Instructions
Write the nature of your appeal (to be completed by the Student). (Use separate sheet if necessary)

Decision (to be completed by HoD)

HoD's Name and Signature	
Date	

Approval (to be completed by the Vice Chancellor)

Vice Chancellor's Signature	
Date	

Curriculum Review and Revision Procedure

Introduction

Curriculum Review is an on-going process that is undertaken on periodic basis to ensure the delivery of relevant and current topics and methods of teaching towards achieving the CUCA's institutional learning outcomes/graduate attributes/graduate competencies. Departments may propose to change – as a result of curriculum review - the curriculum/syllabus/courses by accomplishing the prescribed forms/templates – detailing the justification for such changes; and subject to the approval of the Curriculum Committee. The proposed changes will be considered in addition to the feedback from employers, industry alumni and other stakeholders, during curriculum revision. It is only after all necessary approval have been acquired that the proposed change(s) in curriculum/syllabus/courses can take effect.

Policy Objective

This policy is designed to ensure that CUCA curriculum remain current and relevant through a systematic review and development process that takes into account achievement of student learning outcomes.

Policy Scope

1. All Degree Programs

Policy Statement

1. Curriculum review should be a result of combined feedback from employers, industry, alumni and other stakeholders, the curriculum review, and any revisions/changes shall take effect only after the cohort completed the degree plan.
2. No changes in the curriculum will be made unless approved as per this Policy document
3. The Change Matrix shall serve as reference point for approval process.

Procedure

1. The curriculum committee shall be established at the Department and College Level. (*Refer to Terms of Reference of the Curriculum Committee*).
2. A meeting to discuss any proposal to change will be conducted at the department level to solicit faculty feedback. Minutes of meeting and attendance must be prepared.
3. The chair of the department curriculum committee prepares the Proposal to Change Curriculum/Course/Syllabi Form (CRC-Form1-Proposal to Change) for any changes deemed necessary and submits the same to the Head of Department.

4. If the proposal to change is approved by the HoD, it shall be forwarded to the Quality Assurance and Institutional Effectiveness Department (QA&IED) for review and will be sent for approval of the Vice Chancellor. If the change is not approved, it will be sent back to the department curriculum committee.
5. If the proposal to change requires Ministry approval, it shall be sent from the Vice Chancellor's Office.
6. Changes will ONLY be implemented after approval. Approvals will be communicated by the QAIED.

Figure 4: Curriculum Review Procedure
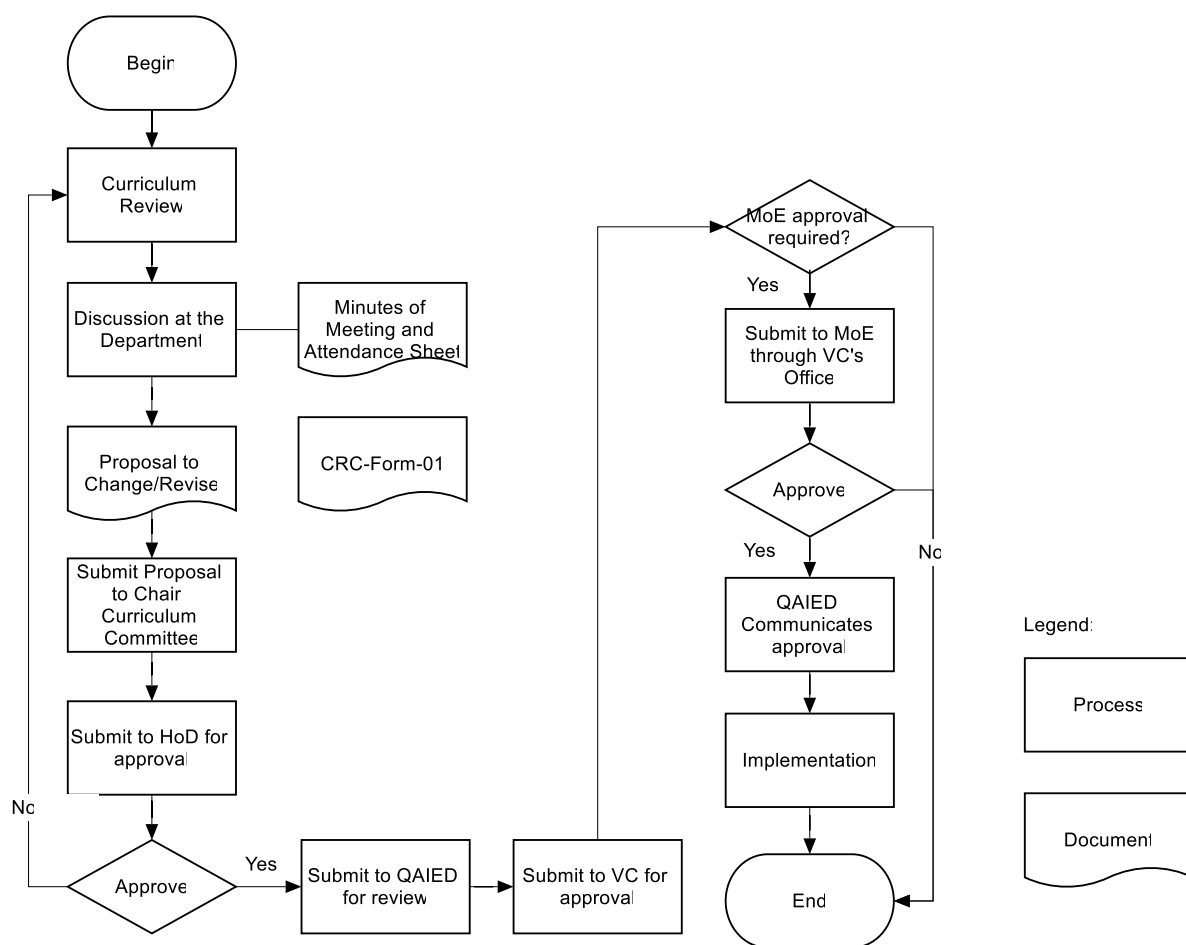
Curriculum Change Matrix

Changes	Approval Level
Syllabus content, does not affect the objectives/learning outcomes	**College**
Class contact hours/delivery methods	**College**
Semester/delivery period	**College**
Assessment of Individual courses	**College**
Withdrawal of elective courses	**College**
Addition of new courses	**Ministry**
Course Title/Course Code	**College**
Credit Hours	**Ministry**
Any changes which alters the learning outcomes	**Ministry**
Approval of new courses	**Ministry**
Replacement/equivalency of courses	**College**
Program Assessment (Specialization)	**College**
Attendance Requirement	**College**
Assessment Matrix	**College**

Class Size

Class size at CUCA depends on the course type: General Education courses, Core course, and Specialization courses. For Undergraduate programs, CUCA adopts the class sizes illustrated in the following table:

Course Type	Minimum Class Size	Maximum Class Size
Language Lab	5	20
General Education Courses	5	50
Core Courses	5	45
Specialization Courses	5	45
Computer Lab	5	25

For Graduate programs, CUCA adopts the class sizes illustrated below:

Course Type	Minimum Class Size	Maximum Class Size
Core Courses	3	30
Specialization Courses	3	25

Research and Intellectual Property Rights

Research Strategy

The Research and Ethics Committee (RMC) consists of the Vice Chancellor/Dean and Department Chairs. As a part of its primary functions, the RC will:

- ❍ identify research priorities
- ❍ propose, create, and update annual research plans
- ❍ evaluate research projects submitted for funding
- ❍ specify the reduction of teaching loads in accordance with the needs of applied research on a case-by-case basis
    - ○ suggest ways of conducting joint research with other UAE institutions
    - ○ create and manage a database for faculty intellectual activities
    - ○ review requests for conference attendance
    - ○ determine ways to share faculty research with stakeholders

The standard categories of faculty intellectual contributions or activity are basic research, applied research, and educational research.

a. Basic Research. This is pure, fundamental, or theoretical research. It is conducted to increase the understanding of the fundamental principles in a subject area or discipline. The final results normally do not have any direct or immediate commercial benefits since this type of research is usually caused by curiosity. In the longer term, basic research forms the basis for applied research and commercial products as well. The primary purpose of basic research is to advance knowledge and the theoretical understanding of the relationship between variables. Basic research is exploratory in nature and often mirrors the interest and intuition of the researcher. By generating theories, basic research serves as the foundation for applied research in the future.

b. Applied Research. This type of research uses models or theories already in existence. It usually addresses practical problems or phenomena particular to a certain discipline.

c. Educational Research. This is often referred to as pedagogical research and is conducted to investigate behavior patterns in students, teachers, and other people involved in schools or other educational entities. The researcher often examines products such as documents and standardized test results. The research methods typically come from the social sciences (mainly psychology) and include the areas of assessment, best practices in pedagogy, innovative teaching techniques, curriculum design, case studies, and teaching experience.

Research Support

CUCA actively supports research and scholarly activities through conference attendance, research funding, information technology, special scheduling arrangements for faculty, and rewards.

   a. Faculty members are encouraged to attend educational or business conferences throughout the academic year. The RMC and faculty members coordinate the selection of and attendance at conferences.
   b. CUCA has internal and external funding sources available to expand faculty participation in research activities.

Internal funding is carried out using the following procedures:

   ❍ The Vice Chancellor, Dean or Department Chair sets the research priorities with the RC and encourages faculty to submit research proposals for funding in line with the priorities.
   ❍ Faculty members develop research proposals for submission to the Vice Chancellor, Dean or Department Chair.
   ❍ After review by the Vice Chancellor, Dean or Department Chair, the research proposals are sent to the RC for evaluation and recommendations, including a possible reduction of the teaching load

Research Guidelines

   1. A form must be filled out along with the conference details and submit to the Vice-Chancellor for an initial approval then to the HR Department for expense evaluation. If approved, CUCA will cover faculty conference fee, hotel accommodation and airfare tickets (according to CUCA protocol and procedure).
   2. Faculty members should have completed minimum one year of service with CUCA.
   3. This sponsorship will provision faculty members who will submit, participate and present in the conference. Just conference attendance shall not be covered under this sponsorship.
   4. After receiving this sponsorship the faculty member is obligated to serve an additional tenure of minimum of one year of service with CUCA. In case a faculty resigns/ terminated all sponsorship expenses before completion of foresaid period, then all sponsorship expenses shall be charged on the faculty.

External funding. Faculty members may solicit research funding from agencies such as the National Research Foundation or the Arab Science and Technology Foundation.

   ❍ Information Technology (IT) Support. CUCA provides the latest hardware technology and software packages for use in research or teaching. It also gives financial support for accessing information on academic databases. Faculty

members may request additional research software from the RC by submitting a justified request.

○ Special Scheduling. The teaching schedule of faculty members may be reduced to allow for a weekly period of time devoted to research. This should raise the level of research productivity.

Research Expectations

a. Research Priorities. Intellectual contributions are guided by the CUCA mission, which includes an explicit statement that emphasizes the commitment to promote community-based applied research that contributes to the economic growth and development of the UAE while responding to the needs of the market in the public and private sectors.

b. Original Research. While submitting scholarly papers for review by the RC, faculty members should also certify that current research work pending review does not duplicate work previously done by the author. If any instances are noticed by the RC, the author forfeits all privileges that support intellectual work for at least two years. This includes attendance at conferences, rewards, etc

Cooperative Arrangements

CUCA uses the following proactive steps to promote research, improve faculty research skills and portfolios, and to ensure the continuity of intellectual contributions and high-quality faculty research:

1. Exploring opportunities for faculty to interact with the business community by developing partnerships with institutions and enterprises from the public and private sectors. This partnership will help the College identify the needs of the society. The College, in collaboration with its partners, will be able to provide consulting and training, as well as conduct joint research projects, workshops, seminars, and conferences.

2. Coordinating the various intellectual and research activities of the faculty members in order to avoid duplication of effort.

3. Encouraging open dialog and a productive exchange of ideas between faculty members and top officials who represent public and private entities.

4. Inviting distinguished research scholars to participate in on-going research programs and establishing permanent and profitable relations with reputable international research centers. These relationships ensure a continuous transfer of knowledge and skills.

5. Developing the local, regional, and international visibility of faculty research contributions. This can be achieved through the publication of working papers and eventually establishing a research catalog.

6. Encouraging intellectual contributions shared with students, faculty, and peers. This can be attained by engaging students in research conducted by faculty, and

encouraging more faculty participation in seminars and workshops conducted by the College.

7. Negotiating joint agreements with other research centers in or outside of the UAE to participate in funded collaborative research.

8. Organizing workshops once every semester on improving research skills and capability and on recent developments in scientific research and research matters through various research forums.

Intellectual Property Rights Policy

Introduction

These rules have been developed to clarify the rights of faculty members, staff, students, and any other body involved regarding the ownership and commercialization of intellectual property.

By identifying possible routes of exploitation and providing financial incentives for individuals and departments, the regulations are intended to encourage faculty members (as researchers), and other innovators to identify and to develop commercial projects.

These rules aim also to protect and respect the moral rights of originators of intellectual property. The College recognizes the right of originators to participate in decisions regarding the use and commercialization of intellectual property created by them.

Definition

❍ Intellectual property is a term used to refer to the various rights which the law gives for the protection of creative effort and especially for the protection of economic investment in creative effort. It covers not only patentable inventions covered under the United Arab Emirates Patents Act, but also any innovative work covered by the virtue of other copy rights.

❍ For the purpose of these regulations, intellectual property includes the rights relating to literary, artistic and scientific innovations, discovery and inventions in all fields of human endeavor.

Research Categories

Research carried out in the College which results in commercially exploitable inventions falls into one of three categories:

a. Research carried out by academic staff as part of their customary activities as members of the academic community. In this category, the exploitation of research results is a matter between the College as employer, and the member of staff, as employee alone;

b. Research carried out with the support of grants from an external body, governmental or private. In this category, the member of staff remains the employee of the College but the exploitation of research results is handled under the conditions of the research grants;

c. Research carried out by students, the student is, of course, not an employee of the College, although the supervisor will be, and where a student is supported entirely by external body, it is important that the student should be a party to a contract which includes provision for the protection, publication and exploitation of the research results and the proper sharing of any profit.

Ownership of Intellectual Property

a. all intellectual property which is created by staff members in pursuance of the terms of their employment with the College rests in the College.

b. the College assigns to the originator copyright to all materials generated by staff other than those specified in these rules.

c. Where the College owns the copyright, the College grants the originator a non-exclusive, royalty-free and irrevocable license to use the work for the originator's teaching and research at the College and, with the approval of the College, at other institutions.

d. Where the originator is the owner of intellectual property created in the course of employment with the College, the originator must grant the College a non-exclusive and irrevocable license to use the intellectual property for teaching and research without the payment of any fees.

e. In the case of intellectual property created by a student, that property is owned by the student. However, the student may assign the property to the College, in which case such property is treated in the same manner as property generated by faculty member of the College.

f. At the commencement of research program, the student and supervisor(s) may be required to meet with the Department Chair in order to determine an arrangement for the ownership of any intellectual property arising from the student's project.

g. The College may enter into agreements with external sponsors of research whereby the College agrees to relinquish or share all or part of intellectual property that results from externally sponsored or contract research with that sponsor or another party. In such cases, the ownership of intellectual property is governed by that agreement.

Obligations of Originators

a. An originator of intellectual property must promptly report in writing to the Vice Chancellor/Dean and the Department Chair any invention or other work which, in the judgment of the originator, is a patent-worthy discovery or invention or intellectual property of commercial value.

b. An originator must, if required by the Vice Chancellor/Dean, execute any document or take any actions reasonably required by the Vice Chancellor/Dean in relation to intellectual property created in part or whole by the originator in order for the College to demonstrate or prove ownership to third parties or secure intellectual property protection. An originator must assist as required in work necessary to patent, market, license, register, or otherwise commercialize intellectual property.

c. An originator must not apply for any form of protection for, or commercially exploit, any intellectual property which is the property of the College without the prior approval of the College.

d. Where the College owns intellectual property which may be the subject of a patent application or subject to protection of confidential information, the originator may not disclose it or information about it, other than reasonable disclosure to persons employed by or contracted to the College.

Protection of Intellectual Property

To protect the interests of the originator and the College, the College may require a reasonable delay in making public the nature of any intellectual property until an application is filed to protect the interests of the originator and the College.

Commercialization of Intellectual Property

a. The College may enter into an agreement with the originator, or another person or an outside organization with respect to the commercialization of intellectual property. The College also may enter into an agreement with the originator for intellectual property to be sold or for a license agreement to be entered into. In such cases, the College will ensure that the originator is consulted at all stages.

b. Where the College owns or partly owns intellectual property, any agreement with respect to the distribution of revenue will follow policies determined by the Academic Council. This will apply to copyright of original course and teaching materials published by the College for use in award and continuing education programs offered by the College as well as to other intellectual property owned by the College.

c. The College and any College partnerships have the obligation to make a determination as soon as possible whether there is an interest in pursuing a patent or registration concerning intellectual property owned by the College.

Assessment and Moderation Policies and Procedures

Purpose

It is imperative that an institution of higher learning ensures that evaluation of student performance through various assessment tools are carefully evaluated for quality assurance with respect to fairness, consistency, and alignment with learning outcomes. To that end, the institution should formulate and utilize the methods for moderation and assessment of student work. CAA, the primary accrediting body of the institution also prescribes this as one of its accreditation standards. As such, in concert with CAA standard 3.10.6, CUCA will develop a policy and associated procedures to provide <u>clear, written guidance, for faculty, staff and students, on assessment methodologies, tools and grading</u>, in order to ensure comparability of academic standards and consistency with the approaches to teaching, learning and assessment;

Scope
1. All summative exams
2. All undergraduate and graduate level exams

Policy Statement

CUCA, in accordance with the CAA standard, 3.10.4 shall implement **methods for the moderation and assessment of student work** in which more than one individual independently marks or moderates an assessment or evaluates student performance. In addition, as per the CAA Standard 3.10.3, it is required that all faculty members develop and implement rubrics for all assessment tools.

The Head of the Department (HOD) will supervise the moderation process in coordination with the Department of QA&IE.

All documentation from the moderation process will be maintained as part of the e-course file system.

Procedure:
1. For the moderation of all summative examinations, all faculty member shall prepare and submit the pertinent assessment instruments with the Exam Cover Sheet (EF-Form-02) to the HOD at least one weeks prior to its administration.
2. Within one week of the submission, the HOD will manage the Internal Moderation of the examination and shall complete an EF-Form-01: Internal Moderation Form to record comments and feedback and actions taken.
3. Within two days, the faculty member shall revise the assessment instrument based on the recommendations in the EF-Form-01: Internal Moderation Form
4. Within one day, after examination grades submission due date as per the institutional policy, faculty shall submit his/her exam to the assigned post-moderator by the HOD with all the marked exam scripts including EF-Form-03.
5. Post-moderation of exams scripts shall be prepared within 2 weeks from that date of exam. EF-Form-03 shall be used.
6. The College level examination committee shall review the entire moderation process and submit a comprehensive report by semester.

INTERNAL MODERATION FORM (EF-Form-01)

Program/Department القسم/ البرنامج	
Assessment Title عنوان التقييم	
Faculty Name اسم عضو هيئة التدريس	
Internal Moderator المشرف الداخلي	

Course Code/ Course رقم المساق/ المساق		**Academic Year** السنة الدراسية	
Date of Assessment تاريخ التقييم		**Date Submitted** تاريخ التسليم	

Write only those learning outcomes which are covered in this assessment.

أكتب فقط المخرجات التعليمية التي يغطيها التقييم

Faculty shall complete columns 1-3; Internal Moderator will complete columns 4

عضو هيئة التدريس يكمل الاعمدة 1-3 و المشرف الداخلي يكمل العمود 4

Item	Learning Outcomes to be assessed المخرج التعليمي	Question/Task السؤال	Yes/No
1			
2			
3			
4			
5			

Assessment Checklist:

Item	General		Yes	No
1.	The front sheet follows the College template	غلاف الاختبار حسب النموذج المعتمد.		
2.	The assessment is as stated in the Course Syllabi	التقييم كما هو مذكور في مقرر المنهج.		

3.	The amount of work required to complete the assessment is appropriate for the weight of the assessment مقدار العمل المطلوب لإكمال التقييم مناسب لوزن التقييم.		
4.	Upon completion of the assignment students can demonstrate achievement of the associated learning outcome(s). عند الانتهاء من التقييم، يمكن للطلاب إثبات تحقيق مخرجات التعلم المرتبطة		
5.	Questions contain enough information for the students to be able to develop satisfactory answers تحتوي الأسئلة على معلومات كافية للطلاب للإجابة الصحيحة.		
6.	The marking criteria and associated values are appropriate. معايير وضع الدرجات والقيم المرتبطة بها مناسبة		
7.	Marks allocated on the question paper matches with the marks on the answer key تتطابق الدرجات المخصصة في ورقة الأسئلة مع الدرجات الموجودة في نموذج الإجابة.		
8.	Answers are available for each question and are correct. الإجابات متوفرة لكل سؤال وهي صحيحة		
9.	Model answers are provided. نموذج الإجابة متوفر		
	Assignments Only **الواجبات فقط**		
10.	The questions limits the scope for plagiarism الأسئلة تقلل من الاقتباس و الغش		
11.	The submission requirements are clear and appropriate.متطلبات التسليم واضحة ومناسبة.		
	Examinations Only **الاختبارات فقط**		
12.	There are no overlap or repetition between questions in the final examination paper and questions in the re-sit paper. لا يوجد أي تداخل أو تكرار بين الأسئلة في ورقة الاختبار النهائية والأسئلة في ورقة إعادة الأختبار		
13.	The model answer indicates that students will have sufficient time to answer in detail and depth. تشير الإجابة النموذجية إلى أن الطلاب سيحصلون على الوقت الكافي للإجابة بالتفصيل والعمق.		
14.	Exams were designed with increasing level of difficulty تم تصميم الاختبارات بطريقة تصاعدية في مستوى الصعوبة		
15.	Exams used different types of questions. استخدمت الاختبارات أنواعًا مختلفة من الأسئلة		

Internal Moderator's Comments
الداخلي   ملاحظات المدقق

(Use separate sheet if necessary)

Actions Taken
المتخذة   الاجراءات

(Use separate sheet if necessary)

Faculty Signature   توقيع عضو هيئة   **Date** التاريخ
التدريس

Internal Moderator's Signature	توقيع المشرف الداخلي	**Date** التاريخ

HOD's Signature	توقيع رئيس القسم	**Date** التاريخ

EXAM COVER SHEET (EF-Form-02)

NOTICE

"All mobile phones, iPad devices, smart watches, and any other electronic devices are not allowed in the examination hall. Students who violate this or attempt to cheat, will be asked to surrender their exam, and will be subjected to the punishments stated in the CUCA Policy and Procedures"

تنبيه هام
"يمنع منعاً باتاً إدخال أجهزة الموبايل أو الآيباد أو الساعة الذكية أو أي أجهزة اليكترونية إلى قاعة الامتحان، وأي محاولة لإدخال هذه الأجهزة أو الغش خلال الامتحان تَحْرم الطالب من متابعة الامتحان وتطبيق ما يُنَصُّ عليه نظام الكلية من عقوبات"

STUDENT اسم الطالب		ID NUMBER الرقم الجامعي			
DEPARTMENT القسم					
COURSE NAME المساق					
COURSE CODE رقم المساق			Section		الشعبة
INSTRUCTOR المحاضر					
EXAM DETAILS تفاصيل الاختبار	Type النوع	Date التاريخ	Time الوقت	Duration المدة	Semester or Session الفصل الدراسي / Year السنة

Course Learning Outcomes: مخرجات المساق

1.
2.
3.
4.
5.

Section	1	2	3	4	5				TOTAL
CLOs	1	2	3	4	5				
Rubric	1	2	3	4	5				
Value	7	7	10	7	4				35
Result									

POST-MODERATION FORM (EF-Form-03)

Program/Department القسم/ البرنامج	
Assessment Title عنوان التقييم	
Faculty Name اسم عضو هيئة التدريس	
Internal Moderator المشرف الداخلي	

Course Code/ Course رقم المساق/ المساق		**Academic Year** السنة الدراسية	
Date of Assessment تاريخ التقييم		**Date Submitted** تاريخ التسليم	

Assessment Checklist:

Item	General	Yes	No
1.	Appropriate assessment criteria and marking rubric have been used تم استخدام معايير التقييم المناسبة ووضع علامة تقييم Rubric		
2.	The student work has been marked consistently تم تصحيح عمل الطالب باتساق		
3.	The marks awarded are appropriate for the task and level الدرجات الممنوحة مناسبة للسؤال والمستوى		
4.	100% of the administered exams were reviewed. 100% من الاختبارات تمت مراجعتها		
5.	The feedback to students is appropriate and in sufficient details. الملاحظات للطلاب مناسبة وبتفاصيل كافية		

 Moderator's Comments

(Any feedback on sample size, process, feedback given to students, any inconsistencies. Use separate sheet if necessary)

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ملاحظات المدقق الداخلي

(اي ملاحظات بخصوص حجم العينة، العملية، الملاحظات للطلاب)

</div>

Faculty's Comment

(Feedback and/or actions taken by Faculty on Moderator's Comments. Use separate sheet if necessary)

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ملاحظات عضو هيئة التدريس

(اي ملاحظات بخصوص تعليق المدقق الداخلي)

</div>

Faculty Signature	توقيع عضو هيئة التدريس	**Date** التاريخ
Internal Moderator's Signature	توقيع المشرف الداخلي	**Date** التاريخ
HOD's Signature	توقيع رئيس القسم	**Date** التاريخ

EXAMINATION INCIDENT REPORT (EF-Form-04)

Academic Year	
Examination Room	
Course Code/Course Title	
Faculty Name	
Assessment Title/Number	
Date of Incident	
Time and Location of Incident	
Name of Student	
Program/Year Level	

Instructions

Write the nature incident. (Use separate sheet if necessary)

Name and Signature of Invigilator	
Date	
Name and Signature of Senior Invigilator	
Date	

Students

Admission Requirements

General Admission Requirements

The CUCA admission policy is based on a student's academic achievements in secondary school certificate or its equivalent, regardless of gender, race, color, religion, age, handicap, or national origin. CUCA will classify a successful candidate as either full- or part-time based on the number of credit hours attempted per semester. All documents presented by the applicant for admission purposes become the property of CUCA and will not be returned. If it is determined than any documents presented by the applicant are fraudulent, CUCA reserves the right to expel the student without refund of any fees paid.

When applying for admission to CUCA, the applicant must submit the following documents which will become part of the Student File:

1. An official transcript of the secondary school certificate (or its equivalent) properly authenticated in accordance with the regulations and procedures specified by the Ministry of Education.
2. One copy of a current official passport or government-issued identity card.
3. Four recent passport-sized photographs.
4. A non-refundable application fee. (*Refer to Tuition and Fees*)
5. Certificate of a Standardized Test of Eligibility in English (TOEFL or IELTS) or equivalent. (Certificates of TOEFL or IELTS are valid for only two years).

Note: All documents presented by the applicant for admission purposes become the property of CUCA and will not be returned.

Admission Requirements (Undergraduate)

To be eligible for admission, all applicants must meet the following minimum requirements before submitting an application to the College:

1. Each applicant must complete a CUCA application form (*RM-01-Application Form*) available at the Registration Office. This form must be submitted by the deadline dates announced by CUCA and must be accompanied by a non-refundable application fee.
2. The applicant must certify that all information submitted on the application is complete and accurate at the time of submission and confirm their understanding that misrepresentation of any information or failure to provide necessary documents may result in denial or rejection of their admission to the college.

3. The applicant must have: a UAE secondary school certificate or its equivalent, as approved by the MOE, with an average of at least 60% to satisfy College requirements.
4. The applicant must meet any additional requirements for admission into the program for which they are applying. Specific program requirements are detailed in the *Program Catalog*.

Admission Requirements (Undergraduate)

1. 70% in High school for General stream, and 75% for Advanced stream
2. TOEFL or its equivalent 450
3. EMSAT in Arabic

Admission Requirements (Health Sciences Programs)
Admission Requirements (Bachelor of Dental Surgery)
Students who desire to enroll in the Bachelor of Dental Surgery must satisfy the following requirements:
1. A secondary school certificate (Science Major) or equivalent with a minimum of 80% score.
2. A score of 80% or above in Biology, Physics and Chemistry.
3. A minimum TOEFL score of 500 or minimum EmSAT score of 1100.
4. A valid certificate of cardiopulmonary resuscitation course (CPR), to be renewed every 2 years
5. An interview
6. A Health Fitness Certificate

Admission Requirements (Bachelor of Pharmacy)
Students who desire to enroll in the Pharmacy program must satisfy the following requirements:
1. A secondary school certificate (Science Major) or equivalent with a minimum of 70% score.
2. A score of 80% or above in Biology, Chemistry, and Physics
3. A minimum TOEFL score of 500 or minimum EmSAT score of 1100.
4. A valid certificate of cardiopulmonary resuscitation course (CPR), to be renewed every 2 years
5. An interview
6. A Health Fitness Certificate

Conditional Admission (Dental Surgery and Pharmacy Programs)

Students whose score is less than 70% in Biology, Chemistry, and Physics will be conditionally admitted to the program provided they sign an undertaking that they will receive a B mark in the Biology, Chemistry and Physics courses offered at CUCA. The conditional admission only applies on the condition that the students' secondary school certificate (Science Major) or equivalent is a minimum of 70% score.

Admission Requirements (Graduate)

1. Each applicant must complete a CUCA application form (*RM-01-Application Form*) available at the Registration Office. This form must be submitted by the deadline dates announced by CUCA and must be accompanied by a non-refundable application fee.
2. The applicant must certify that all information submitted on the application is complete and accurate at the time of submission and confirm their understanding that misrepresentation of any information or failure to provide necessary documents may result in denial or rejection of their admission to the college.
3. The applicant must have a bachelor degree in related field of the program he/she is applying for, from an accredited institution in the UAE (or its equivalent).
4. A degree earned outside of the UAE that is equivalent to the bachelor degree in the program applied for (or a related business discipline) must be approved by the MOE-HEA before it can be accepted at CUCA.
5. A bachelor's degree awarded in a different discipline can be accepted but the applicants are required to complete the Preparatory Program at CUCA.
6. Candidates should submit completed applications to the Admissions and Registration Department before the start of each semester.
7. Candidates with a four-year undergraduate degree may be classified into categories upon admission:

Full Admission

To qualify for Full Admission, applicants are required to meet these conditions:

❍ Have a four-year bachelor degree in related field of the degree program applied for (or its equivalent)

❍ Completed the bachelor degree program with a minimum Cumulative GPA (CGPA) of 3.0 on a scale of 4.0 (or the equivalent)

❍ Earned the bachelor degree from an accredited College that is recognized by the MOE-HEA

❍ Achieved the minimum required score of 550 on the TOEFL (IELTS 6.0, or the equivalent) program

Provisional Admission
Provisionally-admitted students must do the following:
  ○ Students admitted with a CGPA between 2.00 and 2.99 from their bachelor degree studies may remain in the program only if they earn a final grade of B (3.0) in the first four courses they register for during their first two modules of coursework.
  ○ The Students may continue in the program only if they attain final grades of B or higher in all four courses they complete by the end of the first two modules (approximately four months or 16 weeks). Otherwise they will be dismissed from the program.
  ○ Students admitted with a TOEFL score between 500 and 549 (IELTS 5.0, or the equivalent) must register in the Level 3 (advanced) course of the Intensive English Program. They are only permitted to register for one 3-credit hour academic course during their first two modules of the program. They will be allowed to continue in the MIPR program only if they attain at least a 550 score in TOEFL by the end of the first two modules. Otherwise they will be dismissed from the program.

Note: Refer to the Program Catalog for additional information regarding each individual program.

Admission Requirements
 Admissions Criteria of Bachelor of Pharmacy
 Full admission:

  ➢ **12th Grade Minimum Requirements**

UAE GSEC
An aggregate of 70% in the grade 12 Science stream/Advanced stream of UAE GSEC of Ministry of Education. Preference in admissions will be given to those with high scores in Biology, Chemistry and Physics with no less than 70%.

Abu Dhabi Education Council stream students should similarly have 70% aggregate. Preference in admissions will be given to those with high scores in Advanced Biology (level 3) and Advanced Chemistry (level 3) with no less than 70%.

British Curriculum (IGCSE, GCSE, GCE)
Studied 3 Science subjects (Biology, Chemistry, Physics) in O Level with a minimum of Cs in all 'O' level subjects, and 'D' in any of the two Science subjects in AS level and 'E' in A Level (e.g. Biology, Chemistry, Physics)

American High School Diploma

An aggregate score of 70% is required. Preference in admissions will be given to those with high scores. SAT (Chem/Math) should be cleared. If Biology is not taken in 12th Grade, SAT (bio) with score of above 400 is required.

International Baccalaureate Diploma (IB)

Must have completed any 6 courses including Biology, Chemistry and Physics at the higher level and obtain IB score of at least 24.

Pakistan Boards/Certificates

Student should secure an overall minimum score of 55% and above in the 12th Grade.
An aggregate score of 50**%** or above in Biology, Chemistry and Physics in the 12th Grade.

Indian Boards/Certificates

- Student should secure an overall minimum score of 65% and above in the 12th Grade of Indian State Board.
  An aggregate score of 55% or above in Biology, Chemistry and Physics in the 12th Grade.
- Student should secure an overall minimum score of 60% (B Grade) and above in the 12th Grade of Indian Central Board/ICSE.
  An aggregate score of 50% or above in Biology, Chemistry and Physics in the 12th Grade.

Conditional admission:

A. Students with score less than 70% in any of the required science subjects must secure (C) in the same subject/s by the end of their first semester.
B. Students with score less than 50% in any of the required science subjects (Pakistan Board) must secure (C) in the same subject/s by the end of their first semester.
C. Students with score less than 55% in any of the required science subjects (Indian State Board) must secure (C) in the same subject/s by the end of their first semester.
D. Students with score less than 50% in any of the required science subjects (Indian Central Board/ICSE) must secure (C) in the same subject/s by the end of their first semester.

- Applicants from any other non-UAE educational systems not listed above must have secured a minimum aggregate score equivalent to UAE 80%or above as per International Grade Conversion Table published by WES.
- All applicants shall be evaluated for cognitive and non-cognitive traits demonstrating their aptitude for the chosen area of study by the Admissions Committee which includes and personal interview. Admission is finalized on competitive basis.

- English Proficiency Test, Equivalent to TOEFL 500 in ITP, 61 in iBT, 5 in IELTS, 173 in CBT(Computer Based Test) , 1100 in EmSAT Achieve – English, 41 in Cambridge English: Advanced (CAE), 36-41 in PTE A, B1 in City & Guilds, is mandatory.
- Letter of Equivalency from MOE in UAE, if the student obtained the High School Certificate from another country, or in any curriculum other than Ministry curriculum.
- Copy of valid passport.
- Copy of valid UAE ID. (If applicable).
- Copy of valid UAE visa (If applicable).
- Health certificate.
- 6 passport-size photos.

English Language Requirement (Undergraduate)
1. The applicant must demonstrate an acceptable competency level in English equivalent to a TOEFL score of 500 (paper-based), 173 (computer-based), (61 internet-based), or its equivalent on a standardized English language test, such as Band 5.0 for IELTS or another standardized, internationally-recognized test that is approved by the MOE-HEA. This condition applies to all students, including those who have previously been admitted to a non-credit bearing intensive English language program or remedial English course.
2. Applicants who do not have the minimum required TOEFL (500 score), IELTS (5.0 score), secondary, or vocational/technical score in English, must study in the Intensive English Program (IEP).
3. Students may only register in five General Education Program courses while enrolled in the IEP. The General Education courses are Computer Fundamentals, College Mathematics, Islamic Studies, Study Skills, and UAE Studies. They can complete the course and try to get a passing TOFEL/IELTS score. If they don't, they repeat until they pass; however, when a student achieves a passing TOEFL or IELTS score, they may exit the program at once.

The Table 1 below shows the way students in the IEP can progress through courses, along with the five General Education (GenEd) courses they are permitted to take:

Table 2: Progression in IEP

IEP Level	Pre-College English Courses		Academic Program Courses		Total Hours per Week
	Study Hours	Study Hours per Week	Courses Permitted	Study Hours per Week	
IEP 101	180	12 for 15 weeks	1 GenEd	12 for 15 weeks	12
IEP 102	135	9 for 15 weeks	2 GenEd	9 for 15 weeks	9
IEP 103	90	6 for 15 weeks	3 GenEd	6 for 15 weeks	6

English Language Requirements (Graduate)

Students who desire to enroll in the graduate program must satisfy the following requirements:

1. The applicant must demonstrate an acceptable competency level in English equivalent to a TOEFL score of 500 (paper-based), 173 (computer-based), (61 internet-based), or its equivalent on a standardized English language test, such as Band 5.0 for IELTS or another standardized, internationally-recognized test that is approved by the MOHESR. This condition applies to all students, including those who have previously been admitted to a non-credit bearing intensive English language program or remedial English course.

2. Applicants who do not have the minimum required TOEFL (500 score), IELTS (5.0 score), secondary, or vocational/technical score in English, must study 20 hours of English per week in the Intensive English Program (IEP).

3. Students may only register in five General Education Program courses while enrolled in the IEP. The General Education courses are Computer Fundamentals, College Mathematics, Islamic Studies, Study Skills, and UAE Studies. They can complete the course and try to get a passing TOEFL/IELTS score. If they don't, they repeat until they pass; however, when a student achieves a passing TOEFL or IELTS score, they may exit the program at once.

4. The table below shows the way students in the IEP can progress through courses, along with the five General Education courses they are permitted to take:

Table 3: *Progression in IEP*

IEP Level	Pre-College English Courses		Academic Program Courses		Total Hours per Week
	Study Hours	Study Hours per Week	Courses Permitted	Study Hours per Week	
IEP 101	180	12 for 15 weeks	1 GenEd	12 for 15 weeks	15
IEP 102	135	9 for 15 weeks	2 GenEd	9 for 15 weeks	15
IEP 103	90	6 for 15 weeks	3 GenEd	6 for 15 weeks	15

5. For Graduate programs taught in English, a minimum of EmSAT Score of 1400, TOEFL Score of 550 PBT, 6.0 IELTS, or their equivalents on another standardized nationally – or internationally-recognized test that is approved by the MoE.
6. For some graduate programs taught in Arabic, A minimum of EmSAT score of 950, TOEFL score of 450 PBT, 139 CBT, 51 iBT, 4.5 ILETS, or their equivalents on another standardized national or internationally-recognized test that is approved by the MoE.
7. Table 3 shows the MoE approved Tests and Equivalent Scores for English Language Proficiency.

Table 4: MoE Approved Tests and Equivalent Scores

EmSAT	TOEFL	IELTS
950-1075	450 (139 CBT, 51 iBT)	4.5
1100-1225	500 (173 CBT, 61 iBT)	5.0
1250-1375	530 (197 CBT, 71 iBT)	5.5
1400-1525	550 (213 CBT, 79-80 iBT)	6.0

Transfer Student Admission (Undergraduate)
1. Students applying for post-freshman admission may be considered provided they have attended at least one semester as a full-time student at another accredited College, college, or equivalent educational institution and possess a cumulative grade point average (CGPA) of 2.0 or above.
2. A student with a CGPA of less than 2.0 can be admitted only to a program in a field different from the one from which the student is transferring.

3. Coursework completed elsewhere may be accepted in the appropriate program at the College by meeting the following provisions:
   ❍ The applicant submits an official transcript attested by the MoE-HEA showing all credits and grades earned along with a detailed description of the courses to the Registration Office.
   ❍ Only coursework at a grade level of C (2.0) or higher and relevant to the degree will be accepted.
   ❍ Courses should bear at least three credit hours; however, two or more can be combined to equal one three credit hour course. The course must also be approved by the respective department.
   ❍ The coursework must be equal to approximately 75-80% of the CUCA course content.
   ❍ No more than 50% of the total credits of the program may be accepted as transfer credit.
   ❍ CUCA does not accept credit twice for substantially the same course taken at two different institutions.
   ❍ The Committee on Student Transfer Admission shall review the application and forwards its recommendation to the VC for approval.

Note: Grades of the transfer courses earned at the host institution are not used in calculating the student's CGPA. To receive the status of "transfer students" they must have spent a full academic semester at an accredited college or College and completed at least 9 credit hours at that institution.

Transfer Student Admission (Graduate)
Graduate students from a CAA - recognized institution of higher education may apply for admission to the CUCA Graduate Program if they:
1. Meet the requirements at CUCA for Full or Provisional admission.
2. Were in good academic standing (CGPA of at least 3.0, on a scale of 4.0 or the equivalent)
3. Were not dismissed for disciplinary reasons
4. Had previously enrolled in a graduate program that is recognized or accredited by the CAA

Note: Students admitted to their previous college or College based on Institutional TOEFL results, must re-take the TOEFL at CUCA, and obtain the minimum score of 550.

Transfer of Credit Hours Earned outside CUCA will be as follows:
1. The College considers the transfer of credit-bearing courses for graduate students attempting to join the MIPR program similar to the one studied previously if:

○ Their CGPA was at least 3.0 on a scale of 4.0, or its equivalent.
○ The course was not a part of the MIPR Preparatory Program.
○ The number of credit hours for the previous graduate course is the same or more than the credit hours for the CUCA graduate course.
○ The grade obtained in the previous course was at least a B (3.0) or its equivalent.
○ The content of the course at the previous institution is similar to the related course offered at CUCA.

2. Only grades obtained from courses taken at CUCA will be used to determine the student CGPA. This means grades earned in courses transferred from the previous institution will not be a factor in the CGPA calculation at CUCA.

3. CUCA will not award the degree to transfer students unless they successfully complete at least 50 percent of the coursework or credit hours in the program at CUCA. In other words, CUCA will not transfer more than 50 percent of the courses in the program.

Note: Transfer credit hours will only appear on the CUCA transcript when the Registrar receives the certificate of authenticity for the transcript from the institution the student previously attended.

Course Registration
1. A student may select courses and register for classes during the registration period only after receiving a Letter of Acceptance (*RM-02-Letter of Acceptance*) from the Office of the Registrar.

2. Once a student receives a Letter of Acceptance from the Registrar's Office, they are eligible to select courses and register for classes during the registration period.

3. Students are scheduled for classes only after a one-on-one meeting with their Academic Advisor. Registration and pre-registration take place each semester. The student must apply for registration on the prescribed form listing the subjects to be studied during the semester. The last date for registration is posted by the Registrar.

4. Registration will not be considered complete until the course fees and all other balances due have been paid. Students will not receive credits for courses in which they are not registered. Inquiries regarding registration should be directed to the Office of the Registrar.

Course Load
1. The Academic Advisor must approve the course load that the student selected.
2. The maximum number of credit hours for which full-time students can register is 18 (6 courses) and the minimum number of credit hours is 9 (3 courses).

3. Only students with a CGPA of 2.5 to 3.79 can register for 18 credit hours (6 courses) per semester.

4. Only students with a CGPA of 3.8 and above can register for 21 credit hours (7 courses) per semester. Therefore, no student will register for 21 credit hours (7 courses) in the last semester unless their CGPA is 3.8 and above.

5. Students who take graduation project or capstone courses can only take 4 courses. The total number of courses including the graduation projects or capstone courses must not exceed 5 courses.

6. A student may register for less than 9 credit hours (3 courses) if the number of credits needed to complete graduation requirements is less than 9.

7. A student can only register for 6 credit hours (2 courses) in each summer session.

8. The maximum number of credit hours per semester for a part-time student is 9 (3 courses).

9. Any case that exceeds the prescribed registration limits requires the approval of both the Academic Advisor and the Department Chair, and the final approval of the Vice Chancellor.

Late Registration

Students must register for classes by the deadline dates specified on the academic calendar. A Late Registration Form (*RM-03-Late Registration Form*) will be submitted and a late registration fee will be assessed for all students who register after the deadline for normal registration and up to the end of the second week of class, after which students will not be permitted to attend further classes.

Add/Drop Procedure

1. Students may make schedule changes without financial penalty during each term's Add/Drop Period in the first week of the semester to add or drop a course.

2. Adding or dropping courses is not allowed outside of this period, and there are no refunds for classes dropped after the end of the Add/Drop Period.

3. Add/Drop Application Form (*RM-04-Add/Drop Application Form*) shall be submitted and each Add/Drop form requires a processing fee. Courses may only be added or dropped with the permission of the student's Academic Advisor.

4. No add/drop shall be allowed in the Health Sciences Program

Withdrawal Procedure

1. Students shall fill out the Withdrawal Application Form (*RM-05-Withdrawal Application Form*) and submit the same to the Registration Department.

2. There is no academic penalty for withdrawing from courses prior to the 9th week of a course offered in the Fall or Spring semester, or prior to the 4th week of a course offered in a summer session. In these cases, the letter W is noted in the

student file alongside the course. The student CGPA is not affected. However, students who withdraw *after* the 2nd week must pay the full amount for repeating the course when they take that course again.

3. Students who withdraw from a course *after* the 3rd week, CUCA awards a grade of EW. This means the student would have achieved either a passing or failing score on the date of withdrawal from the course. A score of EW has no effect on the GPA. Therefore, the decision for timing of withdrawal from a course is important should it become obvious to the student that they are failing the course.

4. Any student leaving a course must complete a special withdrawal form (*RM-05-Withdrawl Application Form*). Failure to complete this form indicates the student is continuing in the course and they will be awarded grades in accordance with academic policy. The withdrawal form must be signed by the student along with their Academic Advisor and submitted to the Registrar before the end of the week in which they are withdrawing during spring or fall semester and before the end of the 4th week during a summer session.

5. Aside from voluntary withdrawal from a course as described above, a faculty member may require a student to withdraw from a course as a result of failure to complete required assignments, low attendance, or misconduct. As in the case of voluntary withdrawal, a mark of EW is awarded, based on the withdrawal date and student performance.

6. A faculty may recommend the student to drop from the course after the MT if he/she exceeded the maximum allowed absences or poor performance. A grade of EW will be recorded against the course.

Advanced Standing

CUCA does not offer advanced academic standing or award credits for the completion of portfolios, challenge examinations, completion of advanced secondary school courses such as A-Level or International Baccalaureate, etc.

Recognition of Prior Learning

CUCA does not grant credit for life experience or for study at non-collegiate or non-accredited post-secondary institutions.

Good Academic Standing

A student is considered to be in good academic standing if they maintain at least a 2.0 CGPA for all degree credit courses attempted at CUCA. A CGPA of 2.0 or above is required for graduation.

Academic Probation

1. A student whose CGPA falls below 2.0 by the end of the second semester, or in any subsequent semester, is placed on academic probation.
2. Students on academic probation are expected to raise their CGPA to at least 2.0 in the following two semesters and may not register for more than 12 credit hours.
3. Students who fail to achieve the required CGPA within the specified period will be asked to repeat courses with D or F marks in order to improve the CGPA. The maximum number of F and D courses that can be repeated Is 4, after which students will be advised to transfer to another degree specialization within the College.
4. Students who fail to remove the probation by the end of the following two semesters after specialization transfer will be dismissed from the College.
5. Students with a CGPA of at least 1.9 and with at least 75% of the credit hours required for graduation, will not be dismissed from the College but permitted to continue in the same major until they exceed the maximum period of study. Summer sessions do not count in the probation period calculation.
6. A student who begins the semester on academic probation and whose CGPA at the end of that semester is not at least 1.5 after 18 attempted semester credits (or at least 1.7 after 33 attempted semester credits, or at least 1.9 after 48 attempted semester credits) will be academically suspended from registering at CUCA for at least one semester.
7. Students on academic probation are allowed only to repeat courses with F or D marks during the summer session in order to improve the CGPA. He/she is not allowed to register new course.

Academic Advising

1. Every student is assigned an Academic Advisor for the duration of their degree program. Assignment of Academic Supervisor is system-generated at the Office of the Head of Enrollment which are reflected in the Faculty and Students' UMS.
2. The Advisor assists students in selecting courses for each semester. In addition, the Advisor is available to the student on a daily basis by appointment or, in emergency cases, non-scheduled sessions.
3. Advisors discuss professional goal-setting, answer questions about academic programs, review student registration forms for classes, and make referrals to College and off-campus resources as needed.
4. The optimum advisor-to-student ratio is 1 advisor to 35 students.

Completion Requirements (Undergraduate)

To be eligible for graduation, students must satisfy each of the following requirements:
1. Satisfactorily complete the curriculum in which the student is registered.

2. Achieve a CGPA of at least 2.00.
3. The student becomes a degree candidate when the Department Chair, at the request of the Student Advisor, certifies the student has completed all program and College requirements for graduation and consequently recommends the student to the faculty to confer the appropriate degree.
4. If a failed course has been removed from the curriculum or is an elective, the student may meet graduation requirements by the substitution of another course only with the written approval of the Department Chair.
5. With the written approval of the Department Chair of the degree-granting department or program, a student who has completed all but six hours for graduation may complete them off-campus.
6. Students must satisfy all financial obligations to the College within the time specified by the Registrar. Certificates for graduation and transcripts will be withheld on past-due accounts and loans.
7. The Head of Enrolment prepares a degree audit and prepares the degree/certificates for signature and issuance to the graduate. The list of graduates is presented to the BoT for confirmation one week before the graduation ceremony.

Completion Requirements (Graduate)
To be eligible for graduation, students must satisfy each of the following requirements:
1. Satisfactorily complete the curriculum in which the student is registered.
2. Achieve a CGPA of at least 3.00.
3. The student becomes a degree candidate when the Department Chair, at the request of the Student Advisor, certifies the student has completed all program and College requirements for graduation and consequently recommends the student to the faculty to confer the appropriate degree.
4. If a failed course has been removed from the curriculum or is an elective, the student may meet graduation requirements by the substitution of another course only with the written approval of the Department Chair.
5. With the written approval of the Department Chair of the degree-granting department or program, a student who has completed all but six hours for graduation may complete them off-campus.
6. Students must satisfy all financial obligations to the College within the time specified by the Registrar. Certificates for graduation and transcripts will be withheld on past-due accounts and loans.
7. The Head of Enrolment prepares a degree audit and prepares the degree/certificates for signature and issuance to the graduate. The list of graduates are presented to the BoT for confirmation one week before the graduation ceremony.

Completion Requirements (Health Sciences)

Students will be awarded the Bachelor of Dental Surgery (BDS) degree upon fulfillment of the following requirements:

1. Successful completion of the required credit ours (194 credit hours), including the College required courses, with CGPA greater than or equal to 2.00.
2. A successful completion of the required clinical cases during the clinical phase, in addition to the mandatory two months internal clinical training during Summer sessions
3. Submitting and defending a research project before an academic committee of the department.

Refer to the Bachelor of Dental Surgery Program Catalog for details.

Academic Honors

The Registrar issues the Student Academic Honors List at the end of each semester. To be placed on this list, a student must have:

1. Registered for at least 15 credits and receive no failing grades
2. A minimum semester GPA of 3.6
3. No recorded or pending disciplinary action Academic Suspension

Re-admission after Academic Suspension

1. Suspended students may apply to the Registrar for one-time readmission by submitting a letter detailing their activities since the suspension took effect and providing rationale for why they believe their academic performance will improve in the future using the Application for Readmission Form (*RM-06-Application for Readmission Form*)
2. The Registrar will refer the application to the appropriate Department Chair. If the Department Chair is convinced of the student's potential to succeed, they will advise the Registrar to grant the student one-time readmission for the next semester's registration. Students in this category will be reinstated on academic probation.

Final Academic Suspension

If, after one-time readmission, a student who is on academic probation at the beginning of a semester completes that semester with a cumulative GPA less than 1.5 after 18 attempted semester credits (or less than 1.7 after 33 attempted semester credits, or less than 1.9 after 48 attempted semester credits), that student receives final academic dismissal and will not be readmitted to CUCA in the future.

Student Time Limitation

The minimum and maximum periods of study at the College are as follows:

1. The minimum study period is 8 regular semesters. However, it is possible for a student to graduate with a minimum time period of 7 regular semesters by attending summer sessions.
2. The maximum period is 14 regular semesters for all degree programs which normally require 8 regular semesters for graduation.
3. The minimum study period for transfer students is 4 regular semesters for all degree programs which normally require 8 regular semesters for graduation.
4. The maximum study period for the transferred student depends on the number of approved transfer credits.

Grading System
1. Students are awarded letter grades for each course in which they have enrolled. The letter grade reflects student performance in a particular course.
2. The minimum passing grade in an undergraduate course is D; for a graduate course the minimum passing grade is C.
3. Grades are awarded as shown in Table 15:

Table 5: Grading System

Grade Range	Symbol	Grade Points	Description
90=100	A	4.0	
85-89	B+	3.5	
80-84	B	3.0	
75-79	C+	2.5	
70-74	C	2.0	
65-69	D+	1.5	
60-64	D	1.0	
Below 60	F	0.0	Failed
N/A	W	N/A	Withdrawal
N/A	EW	N/A	Enforced Withdrawal
N/A	I	N/A	Incomplete

Releasing of Grades

Faculty submits the students' marks 2 days after the last day of examination. Grade marks are submitted to the Vice Chancellor for approval. The signed copies of students' marks are submitted to the Head of Enrolment and the marks are released by the office to the students through the UMS.

Grade Appeals

Students have the right to appeal a final grade of any course.

1. Complete and submit an appeal form (*RM-07-Grade Appeal Form*) to the Registrar within 15 calendar days of final grade posting.
2. The Registrar submits the appeal form to the responsible academic department.
3. The responsible department will then respond within 7 calendar days.
4. A Committee for Grades Appeal shall review the application subject to the approval of the Vice Chancellor.
5. The decision of the Vice Chancellor is final.

Change in Grades

The following procedure will be followed by all faculty members when it becomes necessary to change a student grade previously submitted to the Registrar's Office:

1. Grades for a course must be based only on work performed before the end of each semester. Grade changes are permitted only in cases of errors in calculating or recording grades.
2. The change of grade desired, together with adequate explanation, will be submitted by the faculty member concerned to the Department Chair.

3. If the Department Chair approves the request for change of grade, the request will be submitted to the QA&IE Director and then to the Dean, then the Vice Chancellor for final approval.
4. If the request is approved by the Dean, the change of grade will be reported to the Registrar to make the appropriate change on the student record and notify both the student and the faculty member.

Incomplete Coursework

An instructor may award a grade of **I** (Incomplete) for a class during the semester in accordance with the following procedures:

1. When the reason for non-completion of the course is illness, accident, etc., the student must provide the appropriate certificates which will then be attached to the application for award of an **I** grade.
2. An **I** grade is awarded only if a student has the possibility of passing the course.
3. An instructor who awards an **I** grade will write a "Memorandum for the Record" (MFR) and issue one copy to the student and one copy to the Registrar for placement in the student file. The MFR will explain:
   ❍ Reasons for awarding the I grade
   ❍ Assignments or other coursework required to complete the course
   ❍ Method for submitting the coursework to the instructor
   ❍ Both the faculty member and student must sign and date the MFR
4. Responsibility for submitting the required work to complete the course falls on the student. If the work is not completed within eight weeks of the last day of the semester or the mutually-agreed upon date, the student's grade in the course will automatically be changed to F.

Student Records

Student File

1. Each Student Permanent Record maintained at CUCA includes (==*RM-10-Student Information Checklist*==):
   ❍ Basic student identification information
   ❍ Listing of all coursework accepted by CUCA for transfer
   ❍ Current listing of CUCA courses attempted and completed
   ❍ Grades, credits, and GPAs earned each semester
   ❍ Required entries for academic probation, suspension, or dismissal
   ❍ Notation of degree completion for a student who has graduated
2. This student record is considered to be permanent in that it will be kept as an active record perpetually, i.e., it will never be disposed of by the institution. It

is the permanent and official record of all grades, credits, and diplomas earned by the student at CUCA.

3. Back-up (scanned) copies of student records are maintained electronically through the network server system at the College and on CD-ROMs which are safely stored at an off-site location.

4. Permanent student records are kept in fireproof file cabinets on the CUCA campus.

5. Students must notify the Registration Department on changes related to address, status, or contact numbers.

Student Information Release Policy

1. No one shall have access to, nor will the institution disclose, any information from a student's permanent academic record without the written consent of the concerned student.

2. Student record access is granted only to authorized individuals at CUCA who have an official requirement to view information about courses completed and grades earned by the student in order to fulfil their administrative responsibilities and assist students with registration, advising, degree completion, and career counselling.

3. Students who would like to request for documents (i.e. Diploma, Transcripts) shall submit the request to the Office of the Registrar using *RM-11-Document Request Form.*

Campus Health and Safety

Introduction

CUCA is committed to providing a safe and healthy environment to students, faculty, staff and visitors of the College. This manual sets out the basic guidelines to minimize the safety hazards.

The policies and procedures described in this plan apply to all persons who interact with CUCA. They address many of the typical campus-specific safety issues that are common in nearly every workplace.
CUCA recognizes:

- its responsibility to the students, faculty and staff, and visitors who are inside the College premises
- The importance of cooperation from everyone in order to achieve the objectives of the safety policy.
- the need to delegate some aspects of its policy to specific employees, such as laboratory instructors and lab-in-charge;
- Its commitment to providing sufficient information about health and safety issues (and training, as necessary) for employees.

(Refer to Health and Safety Manual 2019 for full details).

Health and Safety Policy

Objectives
The provision of a safe working environment, free from causes of accidents and injuries at any site and at all times.

1. Prevent any untoward incident within the College premises
2. Protect students, faculty, staff and visitors within the College premises by putting in place safety guidelines
3. To minimize adverse effects of any incidents through proper reporting and mitigation strategies
4. Training in Health and Occupational Safety shall be given to all students, faculty, staff
5. Safe working methods will be maintained at all times

Scope
1. All incidents occurring within the College premises without regard to severity
2. All faculty, staff, students and visitors within the premises of the College

Policy Statement

1. Faculty, staff and students shall abide by the rules and regulations in this handbook while inside the College premises.
2. The Campus Supervisor shall ensure that where necessary, visitors are made aware of safety precautions and regulations when inside the College premises.
3. The Management reviews the implementation of the Health and Occupational Safety procedures through meetings with the President.
4. Emergency contact numbers shall be posted in strategic areas within the College.
5. The implementation of the College Health and Occupational Safety policy shall be reviewed periodically and changes in the policy shall be communicated to faculty, staff and students.
6. Any faculty, staff, students, or visitors shall report encountered or witnessed occurrences of incidents or near miss through the contact details mentioned in the Emergency Responses.

General Rules

A. Safety Precautions
1. Corridors shall be posted with emergency numbers and emergency response team to contact in case something goes wrong.
2. Practical jokes or other behaviors which might confuse or distract people are prohibited.
3. Be alert of any unsafe conditions and report them immediately to the Campus Supervisor
4. All buildings must be kept clean, all trash (rubbish, waste) must be   put in the receptacles provided for it, trash must not be allowed to accumulate and all trash containers and covers, where they are attached, shall be checked regularly.
5. All emergency lanes, corridors, fire doors, emergency exits or standard exits, firefighting equipment, first aid kits and other emergency equipment shall be easily accessed at all times and without hindrance. This easy access shall be maintained in all workplaces.
6. Toilet facilities must meet the standards of public health required by law.
7. Personal protective equipment that meets the specified requirements shall be available in all locations.
8. Smoking is prohibited, except in those areas designated for smoking. Smokers are liable to find that designated smoking areas will be outside. If in doubt, do not smoke.
9. All flammable materials must be removed from areas of operation, especially oils, solvents and waste.
10. Wear appropriate gears where required (i.e. lab coats)