

# Policies and Procedures Manual

**September 2024**

## Table of Contents

|                                                                                                                             |     |
|-----------------------------------------------------------------------------------------------------------------------------|-----|
| Executive Summary                                                                                                           | 11  |
| The University                                                                                                              | 12  |
| Vision                                                                                                                      | 12  |
| Mission                                                                                                                     | 12  |
| Core Values                                                                                                                 | 12  |
| Long-Term Strategic Goals                                                                                                   | 17  |
| 1. Governance and Management                                                                                                | 18  |
| 1.a Mission Development, Approval and Review                                                                                | 18  |
| Mission Development, Approval and Review Process                                                                            | 21  |
| 1.b Organization                                                                                                            | 23  |
| 1.c Terms of Reference of Standing Committees                                                                               | 29  |
| 1. Committee on Committee                                                                                                   | 29  |
| 2. President's Cabinet                                                                                                      | 60  |
| 1.d Bylaws of the Board of Trustees                                                                                         | 61  |
| 1.e Board Appointments, Term of Office and Replacement                                                                      | 73  |
| 1.f Policy on Policies                                                                                                      | 74  |
| Development, Dissemination, and Communication of all Policies                                                               | 77  |
| Development, Dissemination and Communication of all Procedures                                                              | 78  |
| Appendix 1: Policy Proposal Form (GM01FPO-1)                                                                                | 78  |
| Appendix 2: Procedure Proposal Form (GM01FPO-1)                                                                             | 80  |
| 1.g Institutional Planning, and specific plans for Community Engagement, Research and Scholarly Activity and Sustainability | 81  |
| 1.h Risk Management.                                                                                                        | 83  |
| Risk Management Committee                                                                                                   | 85  |
| Review of Risk Management Plan                                                                                              | 88  |
| 1.i Multiple Campus Coordination                                                                                            | 94  |
| 1.j Campuses of UAE Institutions in Other Countries                                                                         | 95  |
| 1.k Branch Campuses of Foreign Institutions                                                                                 | 96  |
| 1.l Document Management Policy                                                                                              | 97  |
| 2. Quality Assurance                                                                                                        | 99  |
| 2.a Quality Assurance and Institutional Effectiveness Policy                                                                | 99  |
| External Reviewer for Academic Program Quality and Effectiveness                                                            | 102 |
| 2.b Planning Policy                                                                                                         | 105 |
| 3. Educational Programs                                                                                                     | 111 |
| 3.a Program Planning and Development                                                                                        | 111 |
| 3.b Program Specifications                                                                                                  | 113 |
| 3.c Undergraduate Completion Requirements                                                                                   | 114 |

|                                                                                                      |     |
|------------------------------------------------------------------------------------------------------|-----|
| 3.c Undergraduate Completion Requirements                                                            | 116 |
| 3.e Course Substitution.                                                                             | 117 |
| 3.f Joint Degree Programs                                                                            | 118 |
| 3.g Distance Learning                                                                                | 119 |
| 3.g.1 E-Learning Strategy, Learning Resources, and Learning Environment                              | 128 |
| 3.g.2 Program and Course Delivery, Student Services, and Student Support                             | 134 |
| Development of an action plan to enhance the E-learning environment                                  | 139 |
| Practical Courses Assessment via Distance Education                                                  | 140 |
| Location of physical sites established to support the delivery of e-learning programs and courses.   | 142 |
| 3.h Additional Degree from the Same Institution                                                      | 145 |
| 3.i Graduate Research Thesis Policy                                                                  | 146 |
| 3.j Academic Progress                                                                                | 153 |
| 3.k Grading and Assessment                                                                           | 158 |
| 3.l Examinations Policy                                                                              | 163 |
| Retesting for Missed Examination                                                                     | 164 |
| 3.m Curriculum Approval and Revision                                                                 | 168 |
| Curriculum Approval and Revision Procedure                                                           | 169 |
| 3.n Internship/Practicum                                                                             | 171 |
| 3. o Teaching and Learning Methodologies                                                             | 173 |
| 3.p Course Syllabus                                                                                  | 176 |
| 3.q Course File                                                                                      | 177 |
| 3.r Class Size Policy                                                                                | 179 |
| 3.s Intensive Modes of Course Delivery                                                               | 180 |
| 3.t Conflict of Commitment                                                                           | 182 |
| 3.u Employee and Student Relations                                                                   | 185 |
| 3v. Assessment and Moderation                                                                        | 188 |
| Assessment and Moderation                                                                            | 189 |
| 3.w Academic Integrity                                                                               | 208 |
| Academic Integrity Procedure                                                                         | 210 |
| Penalties for Academic Dishonesty                                                                    | 215 |
| Revocation of Degrees Procedure                                                                      | 218 |
| 3.x Licensure Examination Results as Outcome Indicators                                              | 219 |
| Bachelor of Dental Surgery Licensure Examination Results and Outcome Indicators Evaluation Procedure | 223 |
| 3.y Credit Hours                                                                                     | 225 |
| 4. Research and Scholarly Activities                                                                 | 228 |
| 4.a Research Support Policy                                                                          | 228 |
| Support for Student Research                                                                         | 238 |

|                                                    |     |
|----------------------------------------------------|-----|
| 4.b Research Ethics Policy                         | 240 |
| 4.c Student Involvement in Research                | 246 |
| 4.d Commercialization of Research Output           | 249 |
| 4.e Research and Development Cost Calculation      | 251 |
| 5. Faculty and Professional Staff                  | 252 |
| 5.a. Faculty Roles and Responsibilities            | 252 |
| Office Hours                                       | 264 |
| 5.b1 Faculty Employment                            | 265 |
| 5.b1.1 Faculty Employment Procedures               | 267 |
| 5.b1.2 Faculty Onboarding Procedures               | 280 |
| Faculty Termination and Resignation Procedures     | 282 |
| 5.b2 Staff Employment Policies                     | 284 |
| 5.b3. Employee Relocation Policy                   | 290 |
| 5.c Compensation and Benefits                      | 292 |
| 5.d Leaves                                         | 301 |
| 5.e Faculty/Staff Personnel Records                | 309 |
| Employee HR File Naming Convention                 | 311 |
| 5.f Professional Development for Faculty and Staff | 317 |
| 5.g Faculty Workload Policy                        | 320 |
| 5.h Professional Requirements for Teaching         | 326 |
| 5.i Employee Performance Evaluation                | 332 |
| 5.i Faculty Evaluation Procedure                   | 337 |
| 5.i Staff Evaluation Procedure                     | 341 |
| 5.o Online Lesson Observation                      | 343 |
| 5.j Nepotism/Employment of Relatives               | 345 |
| 5.k Faculty/Staff Disciplinary Policy              | 347 |
| 5.k.1 Faculty/Staff Disciplinary Procedures        | 349 |
| 5.qb Dress Code and Personal Hygiene Policy        | 353 |
| 5.l Faculty and Professional Staff Appeals         | 358 |
| 5.m Faculty and Professional Staff Grievances      | 359 |
| 5.n Graduate Assistants                            | 362 |
| 5.p Personnel Transfer Policy                      | 363 |
| 5.s Anti-Harassment and Anti-Discrimination Policy | 365 |
| 5.qa Code of Conduct Policy                        | 370 |
| Academic Promotion Procedure                       | 378 |
| Faculty Recognition Policy                         | 402 |
| Data Privacy Policy                                | 406 |
| 6. Students                                        | 409 |

|                                                         |     |
|---------------------------------------------------------|-----|
| 6.a Undergraduate Admissions Policies                   | 409 |
| 6.b Graduate Admissions Policies                        | 418 |
| 6.c Transfer Admissions.                                | 423 |
| 6.d Advanced Standing                                   | 426 |
| 6.fa Student Study Mode and Load Policy                 | 432 |
| 6.l Student Finance Policy                              | 445 |
| 6.m Student Discipline                                  | 454 |
| 6.n Student Attendance                                  | 458 |
| 6.p Student Activities                                  | 461 |
| 6.q Student Council                                     | 463 |
| 6.r Student Publications and Media                      | 465 |
| 6.s Student Rights and Responsibilities Policy          | 467 |
| 6.t Student Counseling Policy                           | 468 |
| 6.u Health Services                                     | 471 |
| 6.v Academic Advising                                   | 473 |
| 6.x Student Grievance Policy                            | 474 |
| 6.y Student Appeal Policy                               | 477 |
| 6.z Alumni Relations                                    | 478 |
| 6.aa Preventing Extremism and Radicalization Policy     | 479 |
| 6.ab Transfer to a New Program or Specialization Policy | 481 |
| 6.ac Event Management Policy                            | 483 |
| 10.ac Student Exchange Policy                           | 489 |
| 7. Health, Safety and Environment                       | 492 |
| 7.a Health and Safety                                   | 492 |
| 7.b Equipment and Software Replacement                  | 496 |
| 7.c Data Security Policy                                | 499 |
| Data Backup Procedure                                   | 502 |
| 7.d Appropriate Use of Technology Resources             | 503 |
| 7.e Equipment and Software Technical Support            | 505 |
| 7.f Hazardous and Non-Hazardous Complaint Management    | 506 |
| 7.g Facility and Maintenance                            | 509 |
| 7.h Disaster recovery                                   | 521 |
| 8. Learning Resource Center                             | 523 |
| 8.a LRC/Library Policy                                  | 523 |
| Library Staff                                           | 526 |
| Library Operations                                      | 528 |
| Library Collections                                     | 534 |
| Library Cooperative Agreements                          | 539 |

|                                                                  |     |
|------------------------------------------------------------------|-----|
| Library Circulation                                              | 542 |
| Library Selection and Acquisition                                | 548 |
| 9. Fiscal Resources, Financial Management and Budgeting          | 551 |
| 9.a Internal Audit Policy                                        | 551 |
| 9.b External Audit Policy                                        | 553 |
| 9.c Budgeting and Planning Policy                                | 554 |
| Budget Preparation Procedure                                     | 556 |
| 9.d Financial Policy                                             | 558 |
| 9.e Purchasing and Inventory Control                             | 563 |
| 9.f Cash Management Policy                                       | 565 |
| 9.g Financial Risk Management                                    | 569 |
| 9.h Auxiliary Enterprises Policy                                 | 571 |
| 9.i Disposal Policy                                              | 573 |
| 9.j Inventory Policy                                             | 575 |
| Inventory Procedure                                              | 576 |
| 10. Legal Compliance and Public Disclosure                       | 577 |
| 10.a Conflict of Interest Policy                                 | 577 |
| 10.b Anti-Corruption and Anti-Bribery                            | 581 |
| 10.c Copyright and Intellectual Property                         | 586 |
| 10.d Teach-Out                                                   | 590 |
| 10.e Publications                                                | 591 |
| 10.f Institutional Relations Policy                              | 593 |
| 10.h Website                                                     | 594 |
| Website Update                                                   | 596 |
| 10.i Whistle-blower Policy                                       | 599 |
| 10.j Information Disclosure Policy                               | 602 |
| 10.k Cooperative Agreements and Contractual Relationships Policy | 603 |
| 11. Community Engagement                                         | 606 |
| 11.a Community Engagement Policy                                 | 606 |
| 11.b Advisory Board(s)                                           | 609 |
| 11.c Continuing Education and Lifelong Learning                  | 611 |

**Revision History:**

|                |                                                                  |
|----------------|------------------------------------------------------------------|
| Nov, 2020      | Budget Preparation Procedure                                     |
|                | Graduate Admission Policy                                        |
|                | Equipment And Software Replacement Policy                        |
|                | Review of Risk Management Plan                                   |
|                | Risk Management Policy                                           |
|                | Undergraduate Admission Policy- Revised                          |
|                | Undergraduate Transfer Admission Policy- Revised.                |
| Match, 2021    | Research Support Policy                                          |
|                | Research and Development Cost Calculation.                       |
| May, 2021      | Conflict of Commitment Policy - New                              |
|                | Employee and Student Relation Policy - New                       |
|                | Faculty Employment Policy                                        |
|                | Faculty Employment Procedure                                     |
|                | Faculty Roles and Responsibilities                               |
|                | Moderation and Assessment Policy                                 |
|                | Procedures for Assessment and Moderation of Exams - New          |
|                | Research Support- Revised                                        |
| November, 2021 | Leave Policy                                                     |
|                | Document Management Policy                                       |
|                | Institutional Planning Process Policy                            |
|                | Personnel Transfer Policy                                        |
| December, 2021 | Academic Integrity Policy                                        |
|                | Whistle-blower Policy                                            |
|                | Internship/Practicum Policy- Revised                             |
|                | Faculty Roles and Responsibilities- Revised                      |
|                | Employee HR File Naming Convention Procedure -New                |
|                | Graduate Admission Policy - Revised                              |
|                | Recognition of Prior Learning - Revised                          |
|                | Transfer to a New Program or Specialization Policy -New          |
|                | Student Counseling Policy - Revised                              |
|                | Preventing Extremism and Radicalization Policy -New              |
| Mar, 2022      | Information Disclosure Policy -New                               |
|                | Cooperative Agreements and Contractual Relationships Policy- New |
|                | LRC/Library Policy - Revised                                     |

|                |                                                                                                                                                                                                                                                                                                                      |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| May, 2022      | Revocation of Degrees Procedure -New<br>Leaves Policy- Revised<br>Library Staff Procedure -New<br>Library Operations Procedure -New<br>Library Collections Procedure -New<br>Library Cooperative Agreements Procedure -New<br>Library Circulation Procedure -New<br>Library Selection and Acquisition Procedure -New |
| Aug, 2022      | Dress Code and Personal Hygiene Policy - Revised<br>5.s Anti-Harassment and Anti-Discrimination Policy -New                                                                                                                                                                                                          |
| December, 2022 | Undergraduate Admission Policy- Revised<br>Student Study Mode and Load Policy- Revised<br>Transfer to a New Program or Specialization Policy - New<br>Events Management Policy- New<br>Event Management Policy - New                                                                                                 |
| January 2023   | Faculty Evaluation Procedure - New<br>Staff Evaluation Procedure - New                                                                                                                                                                                                                                               |
| May 2023       | Faculty/Staff Disciplinary Procedures - Revised                                                                                                                                                                                                                                                                      |
| June 2023      | Recognition of Prior Learning - Revised                                                                                                                                                                                                                                                                              |
| July 2023      | Support for Student Research Procedure - New                                                                                                                                                                                                                                                                         |
| August 2023    | Licensure Examination Results as Outcome Indicators Policy - New<br>Bachelor of Dental Surgery Licensure Examination Results and<br>Outcome Indicators Evaluation Procedure - New<br>Credit Hours Policy - New                                                                                                       |
| September 2023 | Risk Management Policy- Revised<br>Risk Management Committee Procedure- Revised<br>Review of Risk Management Plan Procedure- Revised<br>External Reviewer for Academic Program Quality and Effectiveness<br>Procedure- New                                                                                           |
| October 2023   | Retesting for Missed Examination Procedure - New<br>Employee Personnel File Access Procedure - New<br>Undergraduate Admissions Policies - Revised<br>Student Study Mode and Load Policy - Revised<br>Student Exchange Policy - New                                                                                   |



|           |                                                                |
|-----------|----------------------------------------------------------------|
| May 2024  | Faculty Employment Procedure - Revised                         |
|           | Faculty Workload Policy - Revised                              |
|           | Employee Performance Evaluation Policy - Revised               |
| June 2024 | Academic Integrity Policy- Revised                             |
|           | Faculty Roles and Responsibilities Policy- Revised             |
|           | Compensation and Benefits Policy- Revised                      |
|           | Professional Development for Faculty and Staff Policy- Revised |
|           | Code of Conduct Policy - Revised                               |
|           | Academic Promotion Policy - Revised                            |
|           | Academic Promotion Procedure- Revised                          |
|           | Student Finance Policy - Revised                               |
|           | Faculty Recognition Policy - New                               |
|           | Data Privacy Policy - New                                      |

## **Executive Summary**

This revised Policies and Procedures Manual has been operationalized and provides guidance for conducting the operational activities. To maintain continuity, this Policies and Procedures Manual for the City University Ajman is a revision of the existing Policies and Procedures Manual.

The City University Ajman (CUA) Policies and Procedures Manual guides conducting the operational activities at the University. The Board of Trustees of the University approves all general institutional policies based on recommendations from the President.

Internal and external events often signal the need for operational change. Using an array of available decision tools and timely information, the President, Vice-Chancellors, Deans, other senior academics, and administrators make informed decisions to develop policies. The resulting activities enable the senior leadership to design action plans, allocate resources, and implement strategies to fulfill the mission and objectives of the University ultimately.

The policies that City University Ajman has carefully developed tie the University mission directly with its daily community practices, clarify the expectations of its individual members, diminish institutional risk, augment efficiency, and support full University compliance with all regulatory requirements.

University Policies are updated whenever required and reviewed periodically, at least every two years, to maintain continuity, flexibility, and responsiveness to change.

The Department of Quality Assurance and Institutional Effectiveness maintains this collection, and other key University publications, and manages the review, publication, distribution, and document control functions.

University Policies, along with applicable procedures, appear in relevant portions of the Catalog and in the separate handbooks for faculty, staff, and student use.

This manual does not represent a contract between City University Ajman and any other internal or external stakeholder. Instead, it constitutes a good-faith effort to establish standard policy and guide good practice, in conjunction with other key University publications.

## The University

City University Ajman (CUA), located in the emirate of Ajman, is officially licensed since 1 August 2011, under the name of City University College of Ajman (CUCA), by the Ministry of Education – Higher Education Affairs of the United Arab Emirates, to award degrees in higher education. It received initial accreditation in January 2012 for a Bachelor of Business Administration (BBA) degree program with specializations in Finance and Accounting, and Marketing.

### Vision

City University Ajman aspires to become a distinguished comprehensive University at the national, regional, and international levels.

### Mission

The mission of City University 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 a high level of employability, regionally and globally for its graduates. City University Ajman provides its students with diverse education programs in the fields of humanities and social sciences, informatics, engineering and health sciences. In addition, the University contributes to the development of the knowledge economy as it promotes research and scholarly activities and community engagement.

### Core Values

The Core Values of City University Ajman are:

|                                                                                                                                              |                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Excellence</b><br>in all University functions including our academic programs, student support, community engagement, and other services. | <b>Ethics</b><br>through honesty and transparency, coupled with trust, responsibility, and honor.                                                          |
| <b>Dedication</b><br>to the profession of teaching and improving the total learning experience for our students.                             | <b>Diversity</b><br>in teaching and learning for students from different cultural backgrounds to establish a top-notch learning environment.               |
| <b>Integrity</b><br>in any activity within and outside of the University.                                                                    | <b>Teamwork</b><br>in all University activities, especially between faculty, staff members, and students.                                                  |
| <b>Respect</b><br>for all individuals, along with the customs and practices of the UAE.                                                      | <b>Empowerment</b><br>by delegating authority and accountability to all faculty and staff members to promote efficiency and problem-solving at all levels. |
| <b>Preparedness</b><br>by anticipating change and responding to the requirements of our stakeholders.                                        | <b>Motivation</b><br>through our recognition and rewards program while ensuring everyone feels that they are an                                            |

|                                                                                                                                                                                                                                                               |                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                               | integral part of the City University Ajman team.                                                                                                                            |
| <p style="text-align: center;"><b>Innovation</b></p> <p>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.</p> | <p style="text-align: center;"><b>Leadership</b></p> <p>By empowering our students, faculty, and staff to be more aware of their strengths, innovation, and creativity.</p> |

## Long-Term Strategic Goals

### Goal 1:

Academic Portfolio: Offer new programs that are competency-based, suitable for the emerging market, aligned with the employment sector, and maintain quality.

#### Objective 1.1

Launch 10 new programs that are competency-based and tailored to the emerging market demands and aligned with the employment sector five in two year cycles.

#### Objective 1.2

Design and maintain a detailed guideline to launch competency-based new programs at CUA within two years of program initiation.

#### Objective 1.3

Design and maintain a detailed guideline to address ERT requirements at CUA starting March 2024, revised annually.

#### Objective 1.4

Develop guidelines to initiate microcredential programs based on the CAA guidelines to expand and diversify the CUA academic portfolio by Aug 2025.

### Goal 2

Research Quality and Output: Increase research quality and output with a focus on integration into teaching, capacity building, innovation, and societal impact.

#### Objective 2.1:

Conduct one session per semester for faculty to demonstrate at least one research-integrated teaching activity to institutionalize the best practice by 2026-27.

#### Objective 2.2:

Increase external funding by 5% each year for the next five years starting AY 2023-24.

**Objective 2.3:**

Initiate, implement, and evaluate five capacity-building measures relevant to CUA by 2027-28.

**Objective 2.4:**

Evaluate the effectiveness of five key elements of the research infrastructure at CUA that facilitate innovative research by 2027-28.

**Goal 3**

Quality Assurance and Institutional Effectiveness: Implement and improve a robust system that is evidence-based and demonstrably promotes institutional effectiveness and process efficiency by closing the loop and with measurable outcomes.

**Objective 3.1:**

Institutionalize the quality assurance system by establishing corrective, preventive, and continuous improvement tools for all functional units leading to an evidence-based culture at CUA by 2025-26.

**Objective 3.2:**

Build institutional capacity of all academic and administrative unit heads and one identified staff per functional administrative unit to practice, thinking strategically and acting tactically to achieve institutional effectiveness by 2026-27.

**Objective 3.3:**

Manage all currently identified risks from external forces (regulatory, compliance, and accreditation) to mitigate disruptions annually.

**Objective 3.4:**

Achieve at least three institutional hallmarks (accreditation, ranking, recognition and innovation hub) by 2027-28.

**Objective 3.5:**

Generate required documents (manuals, guides, reports) as per the running regulatory standards, by 2024-25.

**Goal 4**

Learning Support System: Expand and maintain a Student-Centered Learning and Academic Support system to ensure satisfactory academic progress and degree completion.

**Objective 4.1:**

Establish a First-Year Experience Program (FYEP) at CUA, that is functional to enhance the academic progress and overall experience of first-time students by January 2024.

**Objective 4.2:**

Implement a comprehensive academic advising system to ensure timely degree completion starting AY 2023 and evaluating annually.

**Goal 5**

Capacity Building and Sustainability: (Enrollment, Student Life, Human Resources, physical infrastructure, financial efficiency, IT): Strategically build capacity in all existing functional areas with a focus on sustainability and improved level of service delivery.

**Objective 5.1:**

Increase enrollment by 35% to achieve financial sustainability each year for three years.

**Objective 5.2:**

Increase availability of instructional space (lecture and laboratory) to be at 110% of the fall enrollment to ensure uninterrupted instruction starting AY 2023-24.

**Objective 5.3:**

Implement at least three new initiatives to improve student support services to improve student retention each academic year starting AY 2023-24.

**Objective 5.4:**

Achieve green building certification for the current CUA infrastructure to be an environmentally sustainable campus in three years by 2026-27.

**Objective 5.5:**

Implement a service delivery system by integrating automation, cross- training, prioritization, and standardization to improve the current average response time for 10 key facility maintenance services by 10% each year starting AY 2023-2024.

**Objective 5.6:**

Implement a university-wide cloud-based document management system to reduce paper usage by 20% annually ensuring a gradual transition to a paperless environment for the coming three years.

**Objective 5.7:**

Build IT human resources capacity to 10 employees to enhance institutional effectiveness and service quality within the next three years.

## **Goal 6**

Community Engagement and Social Responsibility: Establish and maintain a robust inbound and outbound talent-based community and social responsibility program at CUA.

### **Objective 6.1:**

Evaluate CUA's community outreach and involvement by using three key parameters to strengthen CSR starting AY 2023-24.

## **Goal 7**

Internationalization: Implement a comprehensive internationalization strategy including but not limited to international program accreditation, faculty exchange, student exchange, study abroad, dual degree programs, and collaborative research.

### **Objective 7.1:**

Obtain international accreditation for the three eligible academic programs as one of the CUA hallmarks by 2027-28.

### **Objective 7.2:**

Establish faculty exchange programs with one faculty in the first year and increase by 10% of all the faculty each academic year to foster cross-cultural collaboration, knowledge sharing, and professional development for the next five years.

### **Objective 7.3:**

Establish international student exchange programs and increase by 10% annually over the next five academic years to promote cross-cultural understanding and global experience.

### **Objective 7.4:**

Establish a minimum of 2 dual degree programs with reputable international partner universities during the coming five years.

### **Objective 7.5:**

Establish five international research partnerships per College, leading to an observable increase in research output and contributing to the university's academic reputation by 2028.

## **Goal 8**

Employee Value Proposition: Create a world-class employee value proposition for CUA for human capital acquisition and talent retention of employees based on compensation, benefits, career advancement opportunities, contribution to society, and a culture of tolerance and equity.

**Objective 8.1:**

Offer three PD opportunities at CUA to facilitate employee growth and retention on a yearly basis.

**Objective 8.2:**

Implement a Rewards and Recognition program for staff and faculty to recognize high-potential employees starting from Fall 2023.

**Objective 8.3:**

Develop CUA EVP Brand three key messages that communicate the unique aspects of CUA, making it an attractive workplace in AY 2023/2024.

**Objective 8.4:**

Retain at least 85 % of the faculty each year for 4 years as a function of the University's Value proposition starting AY 2023-24.

**Objective 8.5:**

Incorporate the EVP into CUA's recruitment and hiring processes by highlighting unique attributes and benefits in interviews and recruitment materials.

**Goal 9**

Employability: Increase employability and placement opportunities for CUA Graduates and Alumni

**Objective 9.1:**

Implement identified recommendations to revise all the programs at an 80% rate to improve student employability annually starting AY 2023-24.

**Objective 9.2:**

Organize at least 2 industry visits and 2 guest lectures to increase experiential learning for each academic program per academic year.

**Objective 9.3:**

Set up and operationalize an Innovation Hub to build a startup ecosystem by the academic year 2023-24.

**Objective 9.4:**

Establish at least one association with internationally recognized professional bodies for each program to enhance industry recognition of CUA graduates biennially.



## 1. Governance and Management

**Policy Title:**

**1.a Mission Development, Approval and Review**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** GM01FPO-02

**Responsible:** Board of Trustees; President

---

### Vision

A *Vision* is aspirational and is intended to reflect the views of the senior leadership at the University. It creates an image of what City University Ajman is and where it expects to be in the future. It also provides a level of focus on what the Commission for Academic Accreditation (CAA) at the UAE Ministry of Education - Higher Education Affairs (MOE-HEA) specifies in their *Standards* that institutions must follow in order to deliver an education program of high quality.

### Current City University Ajman Vision

City University Ajman aspires to become a distinguished comprehensive University at the national, regional, and international levels.

### Mission

*Mission* is often defined as the statement-of-purpose (why we are here) that sets City University Ajman apart from other universities. It gives direction to the decision-making process so that there is constant consideration of the expected outcomes for students who choose to study here. The mission also guides the University towards the achievement of its stated objectives, developing strategies to reach those objectives, and establishing policies to guide the thinking of senior managers as they implement strategies.

The mission statement promotes the design of learning experiences appropriate for undergraduate and graduate students in all programs that have a positive impact on their development as managers and professionals. Furthermore, the University mission identifies the type of students deemed appropriate for a University education in Business, Law, and the other programs, and who match its other provisions.

### Current City University Ajman Mission

The mission of City University 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 a high level of employability, regionally and globally for its graduates. City University Ajman provides its students with diverse education programs in the fields of

humanities and social sciences, informatics, engineering and health sciences. In addition, the University contributes to the development of the knowledge economy as it promotes research and scholarly activities and community engagement.

## Applicability

The vision and mission statements of City University Ajman correspond directly to the CAA *Standards* and are at the center of strategic planning at the University. The following charts are examples of items considered and used in the strategic planning process.

**University Strategic Planning Process-Vision**  
(Years)

| Vision | Success Indicators | Objectives | Strategies and Methods |
|--------|--------------------|------------|------------------------|
|--------|--------------------|------------|------------------------|

**University Strategic Planning Process-Mission**  
(Years)

| Mission              | Success Indicators | Objectives | Connection to CAA Standards |              |                      | Strategies and Methods |
|----------------------|--------------------|------------|-----------------------------|--------------|----------------------|------------------------|
|                      |                    |            | Strategic Management        | Participants | Evidence of Learning |                        |
| Students             |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |
| Faculty              |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |
| Graduates            |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |
| Community Engagement |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |
|                      |                    |            |                             |              |                      |                        |

**Program Strategic Planning Process**  
Academic and Administrative Support Units  
(Years)

| Mission | Success Indicators | Objectives | Strategies and Methods |
|---------|--------------------|------------|------------------------|
|         |                    |            |                        |

## Strategy and Planning

### Financial Considerations

Financial considerations include costs, potential sources of revenue, and other mission-related initiatives. All programs and operations at the University use various financial support resources for current and planned activities. These resources should be sufficient for the sustainability and improvement of current programs, and the addition of new programs.

Apart from basic infrastructure concerns of the University, sufficient resources must exist for any strategic changes planned in its actionable item priorities. City University Ajman strives to

identify realistic funding sources for existing and future operations.

#### Program Funding

Adequate financial resources and support are needed to maintain quality for all educational programs offered at the University.

City University Ajman must provide sufficient funding for classroom and information technology facilities for students, student advising, faculty development (to include ancillary training, attendance at conferences, etc.), the library and research databases, technology assistance, and support for faculty research. With the anticipated inclusion of graduate programs, additional expenses should be expected for faculty, staff, and research support.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Procedure Title:****Mission Development, Approval and Review Process****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** GM01APR- 01**Policy Reference:** GM01APO-01**Responsible:** Board of Trustees; President

---

**Procedure****Mission Development Process**

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

Use the newly approved mission statement to develop future City University Ajman 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 City University Ajman Board of Trustees approves the vision and mission statements.

Once approved, the University publishes the vision and mission statements in all principal publications and on the City University Ajman website. These publications include the *Catalog*, *Faculty Manual*, *Institutional Effectiveness Manual*, *Policy and Procedures*, *Staff Manual*, and *Student Handbook*.

**Mission and Vision Review**

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

**Document History**

*Approved: President, Nov 2014*

*Revised: President, Nov 2018*

**Policy Title:**

**1.b Organization**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** GM01BPO-03

**Responsible:** Board of Trustees; President

---

**Policy Statement**

This policy provides brief details about the functions, lines of authority, and reporting structure for the principal academic and administrative officers of university. The City University Ajman Organizational Chart is shown in Appendix B-1 at the end of Section 1.

**Position Descriptions**

**Board of Trustees**

The Board is the governing body and legal part of City University Ajman that approves and monitors policy.

**President**

The President of the University is selected by the Board, continues in office at the pleasure of the Board, and receives such compensation as the Board may direct.

The President is the liaison between the Board and the University and is an ex-officio member of the Board without the power to vote; executes Board policies to operate, develop, and promote the University mission and objectives; performs such acts, duties, and responsibilities that promote the interests of the University consistent with University regulations; represents the University in public and presides at public academic occasions, or designates a University officer to preside; keeps the Board informed of University operations and activities. The Board evaluates the performance of the President in the above functions annually.

**Deans**

Report directly to the Vice-Chancellor and are the leaders of the University to which they are appointed. Deans oversee all matters pertaining to academics and operations within that University. The Vice-Chancellor appoints the Deans with the advice and consent of the appropriate University faculty and with the approval of the President and the Board.

As the principal executives of their University, the Deans perform a variety of planning and management functions and seek the counsel of their department leaders and faculty, and delegate duties whenever possible. In addition, as faculty members, they are expected to participate in teaching, research, and other University activities.

## **Responsibilities**

Oversee the preparation of University academic plans and follow-up on implementation.

1. Submit proposals for recruitment of faculty members and other employees involved in academics.
2. Monitor teaching and learning processes and direct activities to enhance student learning within the University.
3. Submit reports to superiors when required about academic, administrative, and financial matters. They also show student activities, performance, teaching and learning issues, and University strengths and weaknesses.
4. Prepare and submit University budgets to the Financial Controller.
5. Supervise the academic advising of students and implement policies to enhance research activities within their University.
6. Evaluate the performance of faculty and other support staff within their University.
7. Monitor assessment and use the results to improve the quality of teaching and learning activities within their University and ultimately, the University. Review plans for professional faculty development before submitting them to the Vice-Chancellor.

## **Director of Quality Assurance and Institutional Effectiveness**

Reports directly to the President, or by delegation of authority to the Vice Chancellor. Manages and measures institutional effectiveness and quality in all University areas. This includes evidence-based student learning assessments that should indicate student success through course design and delivery, teaching and learning practices, and student progress monitoring by academic and administrative support units. Produces and maintains relevant documentation for stakeholders and accreditors.

## **Head of Student Affairs**

Reports directly to the Vice-Chancellor. This office is responsible for student matters and includes functions such as counseling, learning support, student placement and careers, future employment, health, and student extra-curricular activities. Supervises the following activities:

1. Participates in the promotional activities of the University designed to enhance its image.
2. Hosts formal and informal functions such as luncheons, outings, etc., to enhance student quality of life and social skills.
3. Serves as liaison with the Vice-Chancellor to ensure they identify and address the needs of their students.
4. Keeps abreast of and informs senior managers about trends and issues related to Student Affairs.

## **Director of Enrollment**

Reports directly to the Chancellor. Responsible for all aspects of administration related to the total student experience, from application to graduation and beyond. A vital link between

University senior management, faculty, administrators, and students. Assists with policy, procedures, and all facets of student records management and maintenance.

### **Director of HR and Administration**

Reports directly to the President. Provides essential administrative and human resource management, logistics, and maintenance support for all University functions.

### **Financial Controller**

Reports directly to the President. Supports the mission of the University by ensuring its financial well-being, including budgeting, funds management, accounting and financial reporting, investments. The Financial Controller performs the following duties:

1. Serves as the Chief Financial Advisor for the President and manages all financial operations of the University, including financial planning, conduct of financial analyses, and provision of appropriate controls and reports, funds management, accounting, and payroll in conjunction with the HR Department.
2. Prepares budget, capital planning, and development.
3. Assists administrators in gathering and analyzing data relative to the operation and function of budgeting, financial, and business services.
4. Assists with internal and external audit reviews, conducts and directs fiscal analysis and planning.

### **ICT Manager**

Reports directly to the President. Oversees all aspects of information technology, communication, network administration, and other support functions for all University operations. This includes training and assisting faculty, staff, and students in computer software use, in addition to computer hardware, database, and network maintenance or troubleshooting. Adding to the above, the ICT manager is in-charge of the University Management System (UMS)/Electronic Recall Procedures (ERP) that is under the Project Management Office (PMO).

### **Assistant Manager, Public Relations and Media**

Reports directly to the President. Provides advertising and public relations support for all University academic programs and activities. This includes representing and promoting City University Ajman in local, national, and regional education trade fairs, conventions, and other promotional events.

### **Librarian**

Reports directly to the Vice-Chancellor. Responsible for maintaining a properly stocked professional library of books, journals, and other resources including those needed to meet the academic requirements of the University and to support teaching and learning activities across the University.

**Document History**

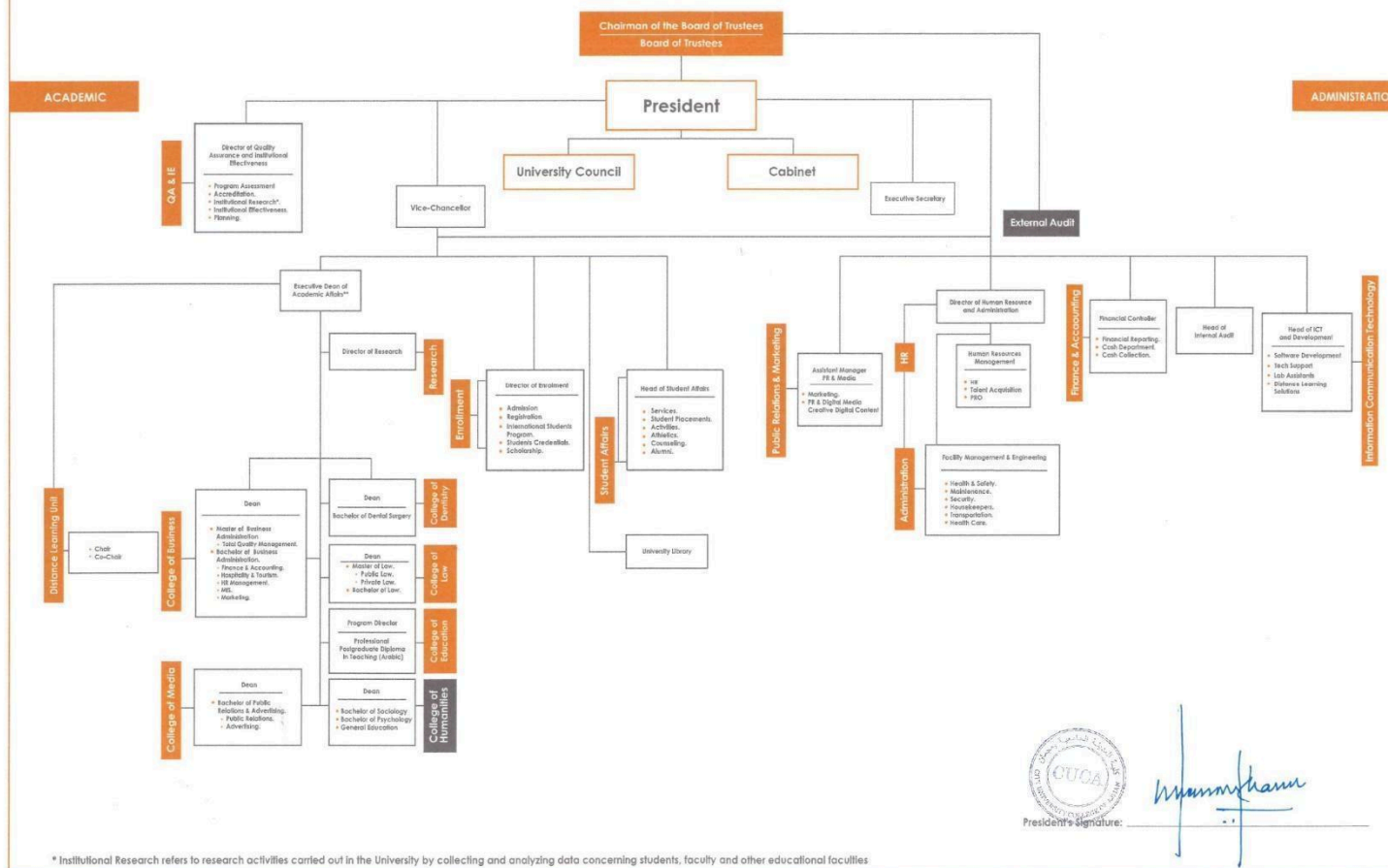


*Approved: Board of Trustees, Nov 2014*  
*Revised: Board of Trustees, Nov 2018*  
*Revised: Board of Trustees, March 2020*

## **Appendix B1: City University Ajman Organizational Chart**

# Organizational Chart

CU | جامعة المدينة عجمان  
CITY UNIVERSITY AJMAN



\* Institutional Research refers to research activities carried out in the University by collecting and analyzing data concerning students, faculty and other educational facilities

CUCA  
President's signature: *Munir Al-Hamdan*

**Policy Title:****1.c Terms of Reference of Standing Committees****Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Reference:** GM01CPO-03**Responsible:** Board of Trustees; President

---

**Policy Statement**

The University has established several standing committees to facilitate its many required operations. Each standing committee has a role, structure, reporting line, and responsibilities. The standing committee structure (membership) shall not be permanent, i.e., all faculty and staff shall be given equal opportunity in the membership of a committee.

**General Conditions for Committee Membership**

City University Ajman faculty or staff to be member of a standing committee, he/she must satisfy the following conditions:

1. Must be Full-Time City University Ajman employee.
2. Must be in his/her position at City University Ajman for more than 2 years.
3. Must not have committed an act of misconduct during his time at City University Ajman.
4. Must not be a member of more than 2 committees at the same time.
5. Faculty and Staff Committees

Figure C1 shows the City University Ajman Committee Structure.

**Terms of References of Standing Committees****1. Committee on Committee**

|           |                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | To effectively manage the participation of the institutional standing Committees, Councils, and Departmental activities in the governance, a Committee on Committee can be an essential tool.                                                                                                                                                                                                       |
| Goal      | To manage the composition and monitor the Committees' activities, an organization should consider establishing a Committee on Committees.                                                                                                                                                                                                                                                           |
| Objective | <ol style="list-style-type: none"><li>1. Ensure complete and active membership status in coordination with the President's Office, VC, Director of HR and Administration, and Director of Enrollment and student Services.</li><li>2. Monitors Standing Committee Activities and recommends improvement.</li><li>3. Review Standing Committee Annual Reports for completeness and quality</li></ol> |
| Reporting | The Committee reports to the President.                                                                                                                                                                                                                                                                                                                                                             |

|                               |                                                                                           |                   |
|-------------------------------|-------------------------------------------------------------------------------------------|-------------------|
| Meeting Structure - Frequency | The Committee shall meet at least one time per semester and two times in an academic year |                   |
| Members                       | AY 2023-24                                                                                |                   |
|                               | 1. Director of QA&IE                                                                      | Chair             |
|                               | 2. Head of Student Affairs                                                                | Member            |
|                               | 3. (4)Appointed Faculty                                                                   | Member            |
|                               | 4. Support Staff                                                                          | Non-Voting Member |

## 2. President's Cabinet

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Purpose   | <p>The President's Cabinet is the highest operational governing body under the direct leadership of the President that provides oversight on all University -wide matters, policies, and procedures, representatives from academic administrators, faculty, staff, and students that review, advise and make a collective decision to serve the mission of the University and protect its reputation, and is consistent with its core values.</p> <p>In addition, the President's Cabinet as an institutional-level governing body acts upon recommendations from standing committees and other councils. The members of the President's Cabinet provide decisions through and objective deliberations and in the best interest of the institution. The Cabinet suggests additional standing or ad-hoc committees to address emerging necessities and challenges as the needs arise.</p>                                                                                                                                                                                                                                    |  |
| Goal      | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |
| Objective | <p>The objectives of the Committee are:</p> <ol style="list-style-type: none"> <li>1. Review and recommend changes to the University 's strategic plan, including its mission.</li> <li>2. Review and recommend all revised and proposed institution-wide policies and procedures for financial, legal, and compliance requirements.</li> <li>3. Provide oversight on the financial, physical, and human resources of the University.</li> <li>4. Review and recommend changes to the organizational structure for effective and efficient operation.</li> <li>5. Review and approve new programs development, substantive curriculum changes that impact the institutional planning.</li> <li>6. Participate in recommending the appointment of academic administrators and key administrative staff.</li> <li>7. Review and approve academic promotion and performance rewarding criteria and procedures</li> <li>8. Act upon reports and information received from committees and other councils.</li> <li>9. Act upon the directives by the BOT through the President and at the direction of the President.</li> </ol> |  |

|             |                                                                              |                   |
|-------------|------------------------------------------------------------------------------|-------------------|
| Reporting   | President                                                                    |                   |
| Meeting     | The Committee shall meet at least twelve times in an academic year and on an |                   |
| Structure - | as-needed basis.                                                             |                   |
| Frequency   |                                                                              |                   |
| Members     | 1. President                                                                 | Chair             |
|             | 2. Vice-Chancellor                                                           | Member            |
|             | 3. Executive Dean for Academic Affairs                                       | Member            |
|             | 4. Director of HR & Administration                                           | Member            |
|             | 5. Director of Enrollment                                                    | Member            |
|             | 6. Support Staff                                                             | Non-Voting Member |

### 3. University Council - Academic

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | The President's Council – Academic provides oversight on university-wide policies, and procedures, as well as discusses and makes decisions on academic matters as defined in the Council's responsibilities. Furthermore, the Council makes recommendations to the President on institutional academic policies that require Board approval                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Goal      | The President's Council - Academic is an institutional level standing committee that acts on agenda items, reports, and information received from standing committees and other councils. Members of the Council provide balanced judgment through a voting process that is consistent with university policies and procedures. Based on the need, the Council recommends the formation of new standing or ad hoc committees to address emerging necessities and challenges. The Council also requests information from appropriate units or committees that gives clarity in decision making.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Objective | <ol style="list-style-type: none"> <li>1. Examines and recommends changes to the University's strategic plan.</li> <li>2. Reviews and recommends all revised and proposed institution-wide academic policies and procedures.</li> <li>3. Discuss the President Initiatives, and form time action plans for execution.</li> <li>4. Reviews and approves new programs development, substantive curriculum changes that impact the institutional planning.</li> <li>5. Reviews and acts on recommendations from other University standing committees.</li> <li>6. Reviews and makes recommendations for improving and sustaining quality assurance and institutional effectiveness practices in all aspects of the University's operations.</li> <li>7. Reviews and approves academic promotion, and performance rewarding criteria and procedures</li> <li>8. Acts with integrity in all matters, acknowledging the confidential nature of matters discussed and their impact on the University's effective operation and success.</li> </ol> |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|--------------------|--------|----------------------------------------|--------|----------------------|--------|------------------------------------|--------|---------------------------|--------|----------|---------|-----------------------|--------|-------------------------|--------|-------------------|-------------------|
|                                        | 9. Acts upon additional responsibilities as a result of recommendations by the BOT through the President and/or the direction of the President.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| Reporting                              | The Committee reports to the President.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| Meeting                                | The Committee shall meet at least twice per month.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| Structure                              | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| Frequency                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| Members                                | <p>AY: 2024-25</p> <table> <tr> <td>1. President</td><td>Chair</td></tr> <tr> <td>2. Vice-Chancellor</td><td>Member</td></tr> <tr> <td>3. Executive Dean for Academic Affairs</td><td>Member</td></tr> <tr> <td>4. Director of QA&amp;IE</td><td>Member</td></tr> <tr> <td>5. Director of HR &amp; Administration</td><td>Member</td></tr> <tr> <td>6. Director of Enrollment</td><td>Member</td></tr> <tr> <td>7. Deans</td><td>Members</td></tr> <tr> <td>8. PPDT Program Chair</td><td>Member</td></tr> <tr> <td>9. Director of Research</td><td>Member</td></tr> <tr> <td>10. Support Staff</td><td>Non-Voting Member</td></tr> </table> | 1. President | Chair | 2. Vice-Chancellor | Member | 3. Executive Dean for Academic Affairs | Member | 4. Director of QA&IE | Member | 5. Director of HR & Administration | Member | 6. Director of Enrollment | Member | 7. Deans | Members | 8. PPDT Program Chair | Member | 9. Director of Research | Member | 10. Support Staff | Non-Voting Member |
| 1. President                           | Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 2. Vice-Chancellor                     | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 3. Executive Dean for Academic Affairs | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 4. Director of QA&IE                   | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 5. Director of HR & Administration     | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 6. Director of Enrollment              | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 7. Deans                               | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 8. PPDT Program Chair                  | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 9. Director of Research                | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |
| 10. Support Staff                      | Non-Voting Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |       |                    |        |                                        |        |                      |        |                                    |        |                           |        |          |         |                       |        |                         |        |                   |                   |

#### 4. University Council - Administrative

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | The President's Council - Administrative provides oversight on university-wide policies, and procedures, as well as discusses and makes decisions on administrative operational matters as defined in the Council's responsibilities. In addition, the Council makes recommendations to the President on institutional administrative policies that require Board approval.                                                                                                                                                                                                                          |
| Goal      | The President's Council - Administrative is an institutional level standing committee that acts on agenda items, reports, and information received from standing committees and other councils. Members of the Council provide balanced judgment through a voting process that is consistent with university policies and procedures. Based on the need, the Council recommends the formation of new standing or ad hoc committees to address emerging necessities and challenges. The Council also requests information from appropriate units or committees that gives clarity in decision making. |
| Objective | <ol style="list-style-type: none"> <li>1. Reviews and acts on recommendations from other University standing committees.</li> <li>2. Examines and recommends changes to the University's strategic plan.</li> <li>3. Reviews and recommends all revised and proposed institution-wide administrative policies and procedures.</li> <li>4. Provides oversight on the financial, physical, and human resources of the University.</li> <li>5. Discusses the President Initiatives, and form time action plans for execution.</li> </ol>                                                                |

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                   | 6. Reviews and makes recommendations for improving and sustaining quality assurance and institutional effectiveness practices in all aspects of the University's operations.<br>7. Reviews and recommends changes to the organizational structure for effective and efficient operation.<br>8. Participates in recommending the appointment of academic administrators and key administrative staff.<br>9. Acts with integrity in all matters, acknowledging the confidential nature of matters discussed and their impact on the University's effective operation and success.<br>10. Act upon additional responsibilities as a result of recommendations by the BOT through the President and/or the direction of the President. |  |
| Reporting         | The Committee reports to the President.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| Meeting Structure | The Committee shall meet at least twice per month.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| Frequency         | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| Members           | AY: 2024-25<br>1. President Chair<br>2. Vice-Chancellor Member<br>3. Executive Dean for Academic Affairs Member<br>4. Director of QA&IE Member<br>5. Director of HR & Administration Member<br>6. Director of Enrollment Member<br>7. Head of Student Affairs Member<br>8. Financial Controller Member<br>9. Head of ICT and Development Member<br>10. Appointed Marketing Dept. Staff Member<br>11. Support Staff Non-Voting Member                                                                                                                                                                                                                                                                                               |  |

## 5. Academic Council

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | The Academic Council is the Principal Academic Authority of CUA. It is responsible for establishing and maintaining the highest standards in teaching, learning, and research in the light of the University 's Mission, Vision, and Values. The Council advises the various Academic Departments on all academic matters. The Council ensures that its operations are in keeping with the operating guidelines of Institutional Standing Committees, Councils, and Key Departments. The Council oversees all academic matters at CUA and assures the President that the University strives for and maintains the highest provision. |
| Goal      | Evaluates all academic matters directed, initiated, or submitted to guide, act, or recommend for the highest quality academic standards.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Objective | 1. Evaluate all newly proposed and existing academic policies and procedures with recommended actions to the President.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                 |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
|                               | <ol style="list-style-type: none"> <li>2. Commission and oversee feasibility studies to determine and establish new academic units and programs</li> <li>3. Suggest concrete actions for CUA to meet the expectations of MoE in academic integrity, quality, and standards in higher education.</li> <li>4. Advises President on academic matters of strategic importance for the welfare and long-term sustainability of the institution</li> <li>5. Deliberate on all recommendations from other committees and communicates the decisions.</li> <li>6. Make timely recommendations to the President on all academic matters Board of Trustees approval</li> <li>7. Manage the risk by identifying risks and suggesting mitigation strategies in academic areas.</li> <li>8. Make recommendations regarding the continuous improvement suggestions in curriculum, academic program assessment, academic support, distance learning.</li> <li>9. Disseminate to all faculty and support units the suggestions of the councils and subsequent decisions by appropriate bodies;</li> <li>10. Prepares and submits an annual assessment, evaluation, and improvement report of the activities.</li> </ol> |                                                                                 |
| Reporting                     | The Council reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                 |
| Meeting Structure - Frequency | The Council shall meet weekly during the academic year with the exceptions determined by the head of the academic affairs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                 |
| Members                       | AY 2023-24<br><ol style="list-style-type: none"> <li>1. Vice-Chancellor</li> <li>2. Executive Dean for Academic Affairs</li> <li>3. Director of QA&amp;IE</li> <li>4. All Deans</li> <li>5. All Academic HoDs</li> <li>6. (2) QA representatives</li> <li>7. Support Staff</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                 |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Chair<br>Member<br>Member<br>Members<br>Members<br>Members<br>Non-Voting Member |

## 6. Academic Dean's Council

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Purpose | The Academic Dean's Council (ADC) is established to provide strategic leadership and ensure academic excellence and integrity across all colleges in the university. The council, chaired by the Executive Dean for Academic Affairs, serves as the principal forum for discussing and advising the Vice Chancellor, the Management on matters related to academic policy, curriculum development, quality assurance (identification, prevention, accountability, and risk management), faculty development, and academic planning. |  |
| Goal    | - Review and recommend academic planning including resource allocation, academic policies, curriculum management, pedagogy, academic quality                                                                                                                                                                                                                                                                                                                                                                                        |  |

|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
|             | assurance, faculty performance, academic integrity, student success and external partnerships.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                    |
| Objective   | <ol style="list-style-type: none"> <li>1. Annually review academic planning, including budgeting and resource allocation.</li> <li>2. Regularly evaluate all existing and the need for new academic policies and procedures and submit appropriate documents to the Vice-Chancellor for further action.</li> <li>3. Provide oversight of curriculum design, review, and approval.</li> <li>4. Provide oversight for the enhancement of teaching and learning practices.</li> <li>5. Regularly review the quality assurance (identification, prevention, accountability, and risk management) processes that affect academic program operation, output, effectiveness, and compliance.</li> <li>6. Review the state of faculty recruitment, retention, development, and performance processes and suggest recommendations.</li> <li>7. Provide oversight with recommendations to maintain academic integrity at all levels of academic operations.</li> <li>8. Annually review the use of multiple (identified, evaluated, and published) student achievement measures (goals and outcome) with criteria and thresholds of acceptability to determine and document student success appropriate to the CUA mission, the nature of the students it serves, and the kinds of programs offered.</li> <li>9. Deliberate on all recommendations from the college-level committees and formulate necessary actions for approval and implementation.</li> <li>10. Provide oversight with recommendations regarding the academic advising process.</li> <li>11. Ensure dissemination by the Deans to all faculty and support units the suggestions of the councils and subsequent decisions by appropriate bodies</li> <li>12. (The Committee Chair) Prepares and submits an annual assessment report to include the achievement of goals and functional effectiveness of the committee's activities.</li> </ol> |                    |
| Reporting   | The Council reports its recommendations to the Vice-Chancellor of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |
| Meeting     | The Council shall meet twice a month during the academic year with the                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |
| Structure - | exceptions determined by the Executive Dean for Academic Affairs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |
| Frequency   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |
| Members     | AY 2023-24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                    |
|             | 1. Executive Dean for Academic Affairs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chair              |
|             | 2. All Deans                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Members            |
|             | 3. Director of Enrollment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Member (As needed) |
|             | 4. Director of HR & Administration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Member (As needed) |

|                         |                   |
|-------------------------|-------------------|
| 5. Director of Research | Member            |
| 6. Director of QA&IE    | Member            |
| 7. Support Staff        | Non-Voting Member |

## 1.

## 7. Risk Management Committee

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | <p>The City University (CUA) strives to maintain a safe environment for its students, faculty, staff, and visitors. CUA ensures compliance with UAE standards for hazardous chemicals, fire prevention, occupational health and safety, and handicap accessibility. To that end, the Risk Management Committee shall be responsible for identifying, assessing, monitoring, and mitigating strategic and operational risks of the University.</p> <p>The Committee makes recommendations to and advises the President regarding plans, policies, and procedures related to risk management at the institution. The actions of the Committee members are the result of the collective voices of faculty, staff, and students. It is paramount that the actions taken by the Committee are in the best interest of the University and in the alignment of its strategic goals and objectives to achieve its mission.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Goal      | Manage institutional risks in alignment with regulatory requirements and good practice in risk management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Objective | <ol style="list-style-type: none"> <li>1. Monitor and ensures that all health, safety, and risk management policy and associated procedures are there to support the University 's mission.</li> <li>2. Review the institutional risk management plan with sources of risk, their severity and identifies strategies to avoid, reduce, or mitigate them.</li> <li>3. Submit CUA risk management plan, the delegation of responsibilities, and insurance coverage for identified risks, to the President for approval by the Board of Directors on at least a biannual basis</li> <li>4. Contribute to formulating an annual Effectiveness Report on the Risk Management Plan by evaluating and suggesting preventive approaches, training, and education strategies to improve the effectiveness of the institutional risk management plan's efficacy and operationalization.</li> <li>5. Monitor and report critical issues to the President for mitigation and allocation of funds</li> <li>6. Review the institutional risk register and provide suggestions to the President.</li> <li>7. Audits and seeks assurance that CUA has appropriate liability and other insurance and designated financial resources to provide adequate protection for its physical facilities and equipment, including potential liability of personnel.</li> <li>8. Audits the existing environmental health and safety risks to the University and confirms the availability of sufficient resources towards compliance</li> </ol> |

- with UAE standards related to hazardous chemicals, fire prevention, occupational health and safety, and persons of determination services.
9. Audits to ensure that CUA schedules and conducts annual emergency response drills.
  10. Audits to ensure that CUA identifies health, safety, and personal security risks with mitigation strategies
  11. Audits to ensure that the University complies with federal, state, and local regulations
  12. Audits seek assurance that CUA identifies and removes risks that harm buildings, property, campus community, and visitors.
  13. Audits the Emergency Procedures to verify that they are appropriate, up-to-date, and posted in appropriate locations.
  14. Uses the findings from the Committee's annual assessment of the Effectiveness Report to suggest improvements for the Risk Management Plan at CUA.

|                               |                                                                                                                                                                                                                                                                                                                         |                   |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Reporting                     | The Risk Management Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                      |                   |
| Meeting Structure - Frequency | The Committee shall meet at least two times per semester and four times in an academic year                                                                                                                                                                                                                             |                   |
| Members                       | CUA has a Health, Safety, and Risk Management Committee comprising diverse individuals from various operational areas to manage all related activities. Expectations from the members of the Committee are to attend and participate in all scheduled meetings as representatives from the functional areas they serve. |                   |
|                               | AY: 2024-25                                                                                                                                                                                                                                                                                                             |                   |
|                               | 1. President                                                                                                                                                                                                                                                                                                            | Chair             |
|                               | 2. Director of QA&IE                                                                                                                                                                                                                                                                                                    | Co-Chair          |
|                               | 3. Vice-Chancellor                                                                                                                                                                                                                                                                                                      | Member            |
|                               | 4. Executive Dean for Academic Affairs                                                                                                                                                                                                                                                                                  | Member            |
|                               | 5. Director of QA&IE                                                                                                                                                                                                                                                                                                    | Member            |
|                               | 6. Director of HR & Administration                                                                                                                                                                                                                                                                                      | Member            |
|                               | 7. Director of Enrollment                                                                                                                                                                                                                                                                                               | Member            |
|                               | 8. Deans                                                                                                                                                                                                                                                                                                                | Members           |
|                               | 9. PPDT Program Chair                                                                                                                                                                                                                                                                                                   | Member            |
|                               | 10. Director of Research                                                                                                                                                                                                                                                                                                | Member            |
|                               | 11. Financial Controller                                                                                                                                                                                                                                                                                                | Member            |
|                               | 12. Head of Student Affairs                                                                                                                                                                                                                                                                                             | Member            |
|                               | 13. Head of ICT and Development                                                                                                                                                                                                                                                                                         | Member            |
|                               | 14. Health and Safety Officer                                                                                                                                                                                                                                                                                           | Member            |
|                               | 15. Appointed Marketing Dept. Staff                                                                                                                                                                                                                                                                                     | Member            |
|                               | 16. Support Staff                                                                                                                                                                                                                                                                                                       | Non-Voting Member |

## 8. Strategic Planning Committee

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------|-------|----------------------|----------|--------------------|--------|----------------------------------------|--------|----------------------|--------|---------------------------|--------|------------------------------------|--------|
| Purpose                                | <p>An Institution of Higher Learning must remain engaged in the strategic planning process by engaging its stakeholders. The institution uses the strategic planning process to formulate a realistic roadmap to actualize its mission and aspirations toward its vision. The process yields goals, objectives, action plans, and established evaluation strategies to ascertain how the institution achieves its mission through the strategic plan. Generally, a strategic plan is developed for five years.</p> <p>City University Ajman established its strategic planning committee of representatives from its stakeholder pools. It meets as necessary to evaluate the implementation of the strategic plan and achievement of institutional priorities based on institutional assessment data. The committee meets during the last year of its strategic plan to review it, evaluate the progress, and create the next five-year strategic plan. The committee submits a plan for the president to submit to the Board of Trustees for review and approval.</p> |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| Goal                                   | Develop a long-term strategic plan and review the strategic plan for progress and achievement of institutional mission.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| Objective                              | <ol style="list-style-type: none"><li>1. Review the current strategic plan to assess its progress.</li><li>2. Evaluate the current vision,mission, value and institutional priorities statements.</li><li>3. Conduct necessary benchmark exercises as part of the research for developing the strategic plan.</li><li>4. Use institutional research data as necessary for the strategic plan.</li><li>5. When needed, develop the next strategic plan.</li><li>6. Establish the institutional KPI with tools and targets for the strategic plan.</li><li>7. Submit the needed strategic plan related documents for review and approval of the Board of Trustees.</li><li>8. Revise vision,mission, value and institutional priorities statements as required</li><li>9. Revise relevant policies and procedures.</li><li>10. Ensure that the BOT-approved strategic plan is disseminated.</li></ol>                                                                                                                                                                     |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| Reporting                              | The Committee reports to the President.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| Meeting Structure - Frequency          | The committee shall meet as necessary to assess, develop, and disseminate the strategic plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| Members                                | <p>AY: 2024-25</p> <table><tr><td>1. President</td><td>Chair</td></tr><tr><td>2. Director of QA&amp;IE</td><td>Co-Chair</td></tr><tr><td>3. Vice-Chancellor</td><td>Member</td></tr><tr><td>4. Executive Dean for Academic Affairs</td><td>Member</td></tr><tr><td>5. Director of QA&amp;IE</td><td>Member</td></tr><tr><td>6. Director of Enrollment</td><td>Member</td></tr><tr><td>7. Director of HR &amp; Administration</td><td>Member</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | 1. President | Chair | 2. Director of QA&IE | Co-Chair | 3. Vice-Chancellor | Member | 4. Executive Dean for Academic Affairs | Member | 5. Director of QA&IE | Member | 6. Director of Enrollment | Member | 7. Director of HR & Administration | Member |
| 1. President                           | Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| 2. Director of QA&IE                   | Co-Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| 3. Vice-Chancellor                     | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| 4. Executive Dean for Academic Affairs | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| 5. Director of QA&IE                   | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| 6. Director of Enrollment              | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |
| 7. Director of HR & Administration     | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |       |                      |          |                    |        |                                        |        |                      |        |                           |        |                                    |        |

|                                     |                   |
|-------------------------------------|-------------------|
| 8. Deans and Heads of Department    | Members           |
| 9. Director of Research             | Member            |
| 10. Financial Controller            | Member            |
| 11. Head of Student Affairs         | Member            |
| 12. Head of ICT and Development     | Member            |
| 13. Quality Assurance Manager       | Member            |
| 14. Chief Engineer                  | Member            |
| 15. Appointed Marketing Dept. Staff | Member            |
| 16. Student Representative          | Member            |
| 17. Alumni Representative           | Member            |
| 18. (3) External Members            | Member            |
| 19. Support Staff                   | Non-Voting Member |

## 9. Policy Review Committee

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Purpose                       | Policy Review Committee is a standing committee of CUA to lead the review process for all newly proposed and revised policies for consistency, readability, and format. The Committee is responsible for ensuring policies and their outcomes support the mission and strategic goals of the organization. The Committee ensures that its operations are in keeping with the operating guidelines of Institutional Standing Committees, Councils, and Key Departments.                                 |  |
| Goal                          | Review the existing and proposed policies by benchmarking and following best practices for plausible compliance, legal, and financial implications.                                                                                                                                                                                                                                                                                                                                                    |  |
| Objective                     | <ol style="list-style-type: none"> <li>1. Audits and reports on the adherence to the established process for policies and associated procedures.</li> <li>2. Review existing and proposed policies and recommend revisions as necessary based on plausible compliance, legal, and financial implications.</li> <li>3. Evaluate draft policies for clarity, implementation issues, and contradiction or duplication with existing practices.</li> <li>4. Ensure proper archiving of policies</li> </ol> |  |
| Reporting                     | The Policy Review Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
| Meeting Structure - Frequency | The Committee shall meet at least one time per semester and two times in an academic year                                                                                                                                                                                                                                                                                                                                                                                                              |  |
| Members                       | AY: 2024-25 <ol style="list-style-type: none"> <li>1. Executive Dean for Academic Affairs      Chair</li> <li>2. Quality Assurance Manager      Co-Chair</li> <li>3. Director of HR &amp; Administration      Member</li> <li>4. Director of Enrollment      Member</li> <li>5. (2) Appointed Faculty      Member</li> <li>6. Financial Controller      Member</li> </ol>                                                                                                                              |  |

|                                |                   |
|--------------------------------|-------------------|
| 7. Head of ICT and Development | Member            |
| 8. Support Staff               | Non-Voting Member |

## 10. Quality Assurance Committee

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Purpose                       | Academic and related quality and integrity are at the heart of any educational institution. Accordingly, City University Ajman (CUA) shall seek and implement international best practices in quality assurance to ensure that all academic and related standards are based on efficient processes, resulting in reliable outcomes with built-in accountability. Through such techniques, CUA will facilitate to achieve its strategic specific objectives, broader goals, and eventually the educational mission. All CUA stakeholders are expected to contribute and are encouraged to participate in these critical processes. This Committee includes members from key areas across the University who can provide relevant, contextual, and actionable suggestions and guidance.                                                                                                                                                                                                                                                                                                                                                               |  |  |
| Goal                          | Evaluate all Quality Assurance processes annually and provide recommendations for institutional effectiveness.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |
| Objective                     | <div><div><div>1. Review the guidelines and audit methods concerning Institutional Planning (Strategic and Operational Plans), Institutional Research (Factbook), and Institutional Effectiveness (QA Manual).</div><div>2. Review the processes and outcomes for collecting, analyzing, and disseminating institutional performance and student outcomes data.</div><div>3. Review the development, implementation, and monitoring of quality assurance policies and procedures.</div><div>4. Review the coordination of accreditation processes and compliance with regulatory requirements.</div><div>5. Review the methods and tools for error prevention (QA), error identification (QC), Continuous Improvement (CI), and accountability.</div><div>6. Review the benchmarking efforts and incorporation of best practices in teaching, learning, assessment, and governance.</div><div>7. Maintain accurate, precise, and archived documentation to demonstrate shared governance.</div><div>8. Manage the committee decision items.</div><div>9. Complete the Standing Committee Annual Tactical Efficacy Report (SCATER)</div></div></div> |  |  |
| Reporting                     | The Quality Assurance Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |
| Meeting Structure - Frequency | The Committee shall meet at least two times per semester and six times in an academic year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |
| Members                       | <div>Members of faculty, staff, and students who are elected or selected to serve on the Quality Assurance Committee shall come from the following functional areas and categories:</div> <div>AY: 2024-25</div> <div><div><div>1. Director of QA&amp;IE</div><div>Chair</div></div><div><div>2. Director of HR &amp; Administration</div><div>Member</div></div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |  |

|                              |                   |
|------------------------------|-------------------|
| 3. Director of Enrollment    | Member            |
| 4. (5) Appointed Faculty     | Members           |
| 5. Quality Assurance Manager | Member            |
| 6. Head of Student Affairs   | Member            |
| 7. Financial Controller      | Member            |
| 8. Chief Engineer            | Member            |
| 9. Student Representative    | Member            |
| 10. Support Staff            | Non-Voting Member |

## 11. Program Effectiveness Committee

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                           |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Purpose                       | Program Review is at the heart of planning at CUA. As a critical component of the integrated planning and resource allocation method, the charge of the Program Effectiveness Committee is to foster a culture of inquest through facilitating program review on all matters related to program effectiveness to examine the institution's overall effectiveness.                                                          |                                                           |
| Goal                          | Evaluate the program review and assessment processes and recommend improvements.                                                                                                                                                                                                                                                                                                                                           |                                                           |
| Objective                     | <ol style="list-style-type: none"> <li>1. Evaluate the program assessment processes and recommend improvements to make the process effective.</li> <li>2. Evaluate the program assessment processes and recommend improvements for a specific program.</li> <li>3. Analyze the program assessment outcomes and report findings.</li> <li>4. Recommend the expansion, maintenance, or discontinuance of programs</li> </ol> |                                                           |
| Reporting                     | The Curriculum and Program Effectiveness Committee reports its recommendations to the Vice-Chancellor of CUA.                                                                                                                                                                                                                                                                                                              |                                                           |
| Meeting Structure - Frequency | The Committee shall meet at least two times per semester and four times in an academic year                                                                                                                                                                                                                                                                                                                                |                                                           |
| Members                       | AY 2023-24 <ol style="list-style-type: none"> <li>1. Executive Dean for Academic Affairs</li> <li>2. All Deans</li> <li>3. PPDT Program Chair</li> <li>4. Director of QA&amp;IE</li> <li>5. Support Staff</li> </ol>                                                                                                                                                                                                       |                                                           |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                            | Chair<br>Members<br>Member<br>Member<br>Non-Voting Member |

## 12. Curriculum Committee

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose | For an academic program, the curriculum is at its core. Based on the best practices in higher education, program faculty has the primary responsibility for its content, quality, and effectiveness. Generally, a committee of faculty members oversee the curriculum design, development, and evaluation processes. In addition, the Committee ensures that there are appropriate policies and procedures in place to assure curriculum appropriateness and structural coherence. The Committee audits the credit hours awarded for each |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        |       |              |         |                       |        |                              |        |                  |                   |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------|--------------|---------|-----------------------|--------|------------------------------|--------|------------------|-------------------|
|                                        | <p>course in alignment with the commonly accepted practices in higher education.</p> <p>The Committee engages a diverse group of faculty members. The Committee presents its recommendations to the Academic Council for approval and implementation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        |       |              |         |                       |        |                              |        |                  |                   |
| Goal                                   | Provide oversight for the quality and coherence of the new and existing curriculum through policies, procedures, and audits.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        |       |              |         |                       |        |                              |        |                  |                   |
| Objective                              | <ol style="list-style-type: none"> <li>1. Review all new proposals for courses and programs and recommends further actions.</li> <li>2. Evaluate the existing curriculum of each program and specialization and recommend actions for improvement.</li> <li>3. Assess the program specification files to meet all concerning local and international accreditation requirements.</li> <li>4. Establish appropriate curriculum-related policies and procedures with faculty with primary responsibility for the curriculum's content, quality, and effectiveness.</li> <li>5. Prepares and submits an annual assessment, evaluation, and improvement report of the committee activities.</li> <li>6. Monitor the credit hours awarded for courses and programs conforming to commonly accepted practices in higher education.</li> <li>7. Audit all curricular changes to ensure compliance through established processes and document through approval forms and meeting minutes.</li> </ol> |                                        |       |              |         |                       |        |                              |        |                  |                   |
| Reporting                              | The Curriculum Committee reports its recommendations to the Vice-Chancellor of CUA. of CUA on actions related to the academic curriculum.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        |       |              |         |                       |        |                              |        |                  |                   |
| Meeting Structure<br>Frequency         | The Committee shall meet on an as-needed basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        |       |              |         |                       |        |                              |        |                  |                   |
| Members                                | <p>AY 2023-24</p> <table> <tr> <td>1. Executive Dean for Academic Affairs</td><td>Chair</td></tr> <tr> <td>2. All Deans</td><td>Members</td></tr> <tr> <td>3. PPDT Program Chair</td><td>Member</td></tr> <tr> <td>4. Quality Assurance Manager</td><td>Member</td></tr> <tr> <td>5. Support Staff</td><td>Non-Voting Member</td></tr> </table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1. Executive Dean for Academic Affairs | Chair | 2. All Deans | Members | 3. PPDT Program Chair | Member | 4. Quality Assurance Manager | Member | 5. Support Staff | Non-Voting Member |
| 1. Executive Dean for Academic Affairs | Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        |       |              |         |                       |        |                              |        |                  |                   |
| 2. All Deans                           | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                        |       |              |         |                       |        |                              |        |                  |                   |
| 3. PPDT Program Chair                  | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        |       |              |         |                       |        |                              |        |                  |                   |
| 4. Quality Assurance Manager           | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        |       |              |         |                       |        |                              |        |                  |                   |
| 5. Support Staff                       | Non-Voting Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |       |              |         |                       |        |                              |        |                  |                   |

### 13.Examination and Moderation Committee

|           |                                                                                                                                                                                                                                                                                        |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | The Examination and Moderation committee plays a central role in the City University Ajman. This Committee aims to ensure that the examinations, moderation, and assessments are consistent with the mission of CUA and meets the requirements of national and international standards |
| Goal      | Provide oversight for the examination and examination moderation processes at CUA.                                                                                                                                                                                                     |
| Objective | <ol style="list-style-type: none"> <li>1. Develop and review policies and procedures related to student assessment, moderations, and examinations.</li> </ol>                                                                                                                          |

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                          |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | <ol style="list-style-type: none"> <li>Benchmark the assessment methods when necessary with international standards of good practice</li> <li>Review the existing examination moderation process.</li> <li>Oversee the proctoring of examinations</li> <li>Organize Final Examinations</li> <li>Prepare examinations incident reports (if any) and any reports related to examination, assessment, and moderation for presentation and review.</li> </ol> |                                                                                                                                                          |
| Reporting         | The Committee reports its recommendations to the Executive Dean for Academic Affairs of CUA.                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                          |
| Meeting Structure | The Committee shall meet at least two times per semester and four times in an academic year                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                          |
| Frequency         |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                          |
| Members           | <ol style="list-style-type: none"> <li>Appointed Dean</li> <li>Appointed Department Chair</li> <li>Deans and Heads of Departments</li> <li>Director of Research</li> <li>Director of HR &amp; Administration</li> <li>Director of Enrollment</li> <li>Head of Student Affairs</li> <li>Quality Assurance Manager</li> <li>Support Staff</li> </ol>                                                                                                        | <p>Chair</p> <p>Co-Chair</p> <p>Members</p> <p>Member</p> <p>Member</p> <p>Member</p> <p>Member</p> <p>Member</p> <p>Member</p> <p>Non-Voting Member</p> |

#### 14. Admissions and Enrollment Committee

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | The Admission and Enrollment Committee reviews admission and enrollment policies and strategies and makes recommendations to improve the processes leading to efficient operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Goal      | Review all matters relating to the recruitment, admission, enrollment, and retention of students and make recommendations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Objective | <ol style="list-style-type: none"> <li>Analyze existing admission, enrollment, and retention policies and programs and make recommendations as appropriate.</li> <li>Evaluate CUA's ongoing enrollment trends, activities, and initiatives and make recommendations</li> <li>Review and make recommendations short-term and long-range enrollment projections for CUA</li> <li>Review and make recommendations on student access, recruitment, persistence, completion, and lifelong learning through diverse programs and services</li> <li>Monitor the progress towards strategic enrollment planning goals and provide guidance.</li> </ol> |
| Reporting | The Committee on Committee reports its recommendations to the President of CUA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                             |                                                                                           |                   |
|-----------------------------|-------------------------------------------------------------------------------------------|-------------------|
| Meeting Structure Frequency | The Committee shall meet at least one time per semester and two times in an academic year |                   |
| Members                     | AY: 2024-25                                                                               |                   |
|                             | 1. Director of Enrollment                                                                 | Chair             |
|                             | 2. Enrollment Manager                                                                     | Co-Chair          |
|                             | 3. (2) Appointed Department Chairs                                                        | Members           |
|                             | 4. Student Recruitment and Outreach Officer                                               | Member            |
|                             | 5. Student Representative                                                                 | Member            |
|                             | 6. Support Staff                                                                          | Non-Voting Member |

## 15. Program Advisory Council

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                   |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Purpose                     | The Programs Advisory Council provides informed perspectives and independent advice on the curricula content and quality of academic programs. The Council is instrumental in guiding the programs to remain current and relevant to industry, business, and society. These Councils help ensure that graduates are well prepared for the emerging job market.                                                                                                                                                                                                                                                                                                                                                                               |                   |
| Goal                        | Advice on the program's relevancy and adequacy regarding curriculum, personnel, and resources to prepare students for a career in a relevant field                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                   |
| Objective                   | <ol style="list-style-type: none"> <li>1. Advice regarding the adequacy of CUA's program objectives, curriculum, and course materials concerning industry trends by recommending any needed changes in skill and knowledge requirements, keeping curriculum aligned with industry needs.</li> <li>2. Assist, as appropriate, with the program review process</li> <li>3. Inform on any emerging issues or trends to include in the program curricula or support for student learning</li> <li>4. Identify opportunities for educational partnerships and strategic linkages between CUA and other universities, governmental organizations, corporate entities, and other bodies and associations nationally and internationally.</li> </ol> |                   |
| Reporting                   | The Program Advisory Council reports its recommendations to the Vice-Chancellor of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                   |
| Meeting Structure Frequency | The Committee shall meet at least one time per semester and two times in an academic year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                   |
| Members                     | AY: 2024-25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   |
|                             | 1. Program Dean/HOD                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Chair             |
|                             | 2. Program Appointed Faculty                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Members           |
|                             | 3. Program Appointed External Advisors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Members           |
|                             | 4. Support Staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Non-Voting Member |

## 16. CUA Research Committee

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------|-------|--------------------------------|--------------|------------------------|---------|------------------------------------|---------|------------------|-------------------|
| Purpose                            | City University Ajman undertakes and promotes research as an integral part of its mission and strategic activities, and therefore it recognizes the research efforts of its faculty members and students.<br>CUA expects faculty members to undertake research, leading to quality publications, presentations in National/International conferences of repute, generation of Intellectual property with potential for commercialization, socially beneficial outcome, and other similar research activity.<br>This Committee is responsible for the University 's research priorities and the development and support of the research training environment.                                                                                                                                                                                                                                                                                |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| Goal                               | Enhance the research quality and output at the institution.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| Objective                          | <ol style="list-style-type: none"><li>1. Review research policies and procedures.</li><li>2. Review the strategies in practice to integrate research into teaching and learning and suggest improvements and additional techniques.</li><li>3. Review the research quality at CUA and provide recommendations.</li><li>4. Review the research output to sustain graduate programs at CUA and provide recommendations.</li><li>5. Review the strategic plan for research at CUA and provide recommendations.</li><li>6. Evaluate research partnerships with organizations and businesses</li><li>7. Develop and implement an effective internal and external funding mechanism for research grants to faculty in all University.</li><li>8. Organize an annual research event to promote and enhance the culture of research at the University.</li><li>9. Assist in organizing national and international scientific conferences.</li></ol> |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| Reporting                          | The Committee reports its recommendations to the Vice-Chancellor of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| Meeting                            | The Committee shall meet at least one time per semester and two times in an                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| Structure                          | - academic year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| Frequency                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| Members                            | AY: 2024-25<br><table><tr><td>1. Director of Research</td><td>Chair</td></tr><tr><td>2. Deputy Director of Research</td><td>Deputy Chair</td></tr><tr><td>3. (4) Appointed Deans</td><td>Members</td></tr><tr><td>4. (2) Appointed Department Chairs</td><td>Members</td></tr><tr><td>5. Support Staff</td><td>Non-Voting Member</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  | 1. Director of Research | Chair | 2. Deputy Director of Research | Deputy Chair | 3. (4) Appointed Deans | Members | 4. (2) Appointed Department Chairs | Members | 5. Support Staff | Non-Voting Member |
| 1. Director of Research            | Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| 2. Deputy Director of Research     | Deputy Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| 3. (4) Appointed Deans             | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| 4. (2) Appointed Department Chairs | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |
| 5. Support Staff                   | Non-Voting Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                         |       |                                |              |                        |         |                                    |         |                  |                   |

## 17. Faculty Promotion Committee

|         |                                                                                                                                                                                                                                                                                          |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose | <p>The Faculty Promotion Committee's role is to guide the promotion process at CUA and provide advice concerning the promotion criteria and guidelines for promotion policies and associated procedures. The Promotion Committee also reviews the implementation of the process in a</p> |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------|----------------------------------------|----------|-------------------|----------|------------------------------------|--------|-----------------------|---------|-------------------------|--------|------------------|-------------------|
|                                        | fair and balanced manner. The Committee adheres to all compliance requirements in the area of faculty promotion.                                                                                                                                                                                                                                                                                                                                                             |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| Goal                                   | Evaluate and implement the Faculty Promotion Policies and Procedures in a fair manner.                                                                                                                                                                                                                                                                                                                                                                                       |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| Objective                              | The objectives of the Committee to achieve its goal are: <ol style="list-style-type: none"> <li>1. Oversee the policies and procedures related to faculty promotion</li> <li>2. Explain to faculty members the procedures and criteria for promotion</li> <li>3. Receive the faculty promotion dossier from the Head of Department</li> <li>4. Ensure that all promotion criteria are satisfied</li> <li>5. Submit the Faculty Promotion Dossier to the President</li> </ol> |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| Reporting                              | The Committee on Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                              |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| Meeting Structure Frequency            | The Committee shall meet on an as-needed basis to process the applications for promotion.                                                                                                                                                                                                                                                                                                                                                                                    |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| Members                                | AY: 2024-25 <table> <tr> <td>1. Vice-Chancellor</td><td>Chair</td></tr> <tr> <td>2. Executive Dean for Academic Affairs</td><td>Co-Chair</td></tr> <tr> <td>3. Appointed Dean</td><td>Co-Chair</td></tr> <tr> <td>4. Director of HR &amp; Administration</td><td>Member</td></tr> <tr> <td>5. (4) Appointed Dean</td><td>Members</td></tr> <tr> <td>6. Director of Research</td><td>Member</td></tr> <tr> <td>7. Support Staff</td><td>Non-Voting Member</td></tr> </table>  | 1. Vice-Chancellor | Chair | 2. Executive Dean for Academic Affairs | Co-Chair | 3. Appointed Dean | Co-Chair | 4. Director of HR & Administration | Member | 5. (4) Appointed Dean | Members | 6. Director of Research | Member | 7. Support Staff | Non-Voting Member |
| 1. Vice-Chancellor                     | Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| 2. Executive Dean for Academic Affairs | Co-Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| 3. Appointed Dean                      | Co-Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| 4. Director of HR & Administration     | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| 5. (4) Appointed Dean                  | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| 6. Director of Research                | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |
| 7. Support Staff                       | Non-Voting Member                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                    |       |                                        |          |                   |          |                                    |        |                       |         |                         |        |                  |                   |

## 18. Staff Promotion Committee

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                  |                                    |       |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------|
| Purpose                            | The Staff Promotion Committee maintains and organizes the promotion process according to the University staff promotion policy and ensures consistency and fairness in decision-making and transparency as is compatible with confidentiality.                                                                                                                                                                   |                                    |       |
| Goal                               | Review the results of the staff performance appraisal for promotion purposes                                                                                                                                                                                                                                                                                                                                     |                                    |       |
| Objective                          | <ol style="list-style-type: none"> <li>1. Oversee the policies and procedures related to staff promotion.</li> <li>2. Explain to staff members the procedures and criteria for promotion.</li> <li>3. Receive the staff promotion dossier from the Head of Department.</li> <li>4. Ensure that all promotion criteria are satisfied.</li> <li>5. Submit the Staff Promotion Dossier to the President.</li> </ol> |                                    |       |
| Reporting                          | The Committee on Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                  |                                    |       |
| Meeting Structure Frequency        | The Committee shall meet on an as-needed basis to process the applications for promotion.                                                                                                                                                                                                                                                                                                                        |                                    |       |
| Members                            | AY: 2024-25 <table> <tr> <td>1. Director of HR &amp; Administration</td><td>Chair</td></tr> </table>                                                                                                                                                                                                                                                                                                             | 1. Director of HR & Administration | Chair |
| 1. Director of HR & Administration | Chair                                                                                                                                                                                                                                                                                                                                                                                                            |                                    |       |

|                           |                   |
|---------------------------|-------------------|
| 2. HR Manager             | Co-Chair          |
| 3. Director of Enrollment | Member            |
| 4. Financial Controller   | Member            |
| 5. Support Staff          | Non-Voting Member |

## 19. Recruitment Committee

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                  |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| Purpose                     | The Recruitment committee at City University Ajman ensures that the recruitment is consistent with the mission of CUA by supporting the programs, providing advice, and making recommendations on initiatives and services affecting the recruitment of faculty and staff in the University. It also ensures all applicants are considered based on their merits and relevant abilities for any particular post and provides a robust framework for the recruitment and selection of faculty and staff to ensure that the most suitable candidate is appointed. |                                                  |
| Goal                        | To implement a robust recruitment process considers access and equity while being compliant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                  |
| Objective                   | <ol style="list-style-type: none"> <li>1. Review applications, carry out initial and final screening of applicants, and conduct interviews.</li> <li>2. Facilitate the necessary recruitment documentation to ensure joining of the required faculty and staff within expected timeframes.</li> <li>3. Facilitate the induction of newly-hired faculty and staff.</li> </ol>                                                                                                                                                                                    |                                                  |
| Reporting                   | The Committee on Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                  |
| Meeting Structure Frequency | The Committee shall meet when a recruitment process is needed                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                  |
| Members                     | AY: 2024-25<br><ol style="list-style-type: none"> <li>1. Director of HR &amp; Administration</li> <li>2. HR Manager</li> <li>3. Director of QA&amp;IE</li> <li>4. Support Staff</li> </ol>                                                                                                                                                                                                                                                                                                                                                                      |                                                  |
|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chair<br>Co-Chair<br>Member<br>Non-Voting Member |

## 20. Student Disciplinary Committee

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Purpose | <p>The Student Disciplinary Committee plays a vital role in discipline maintenance in the CUA campus. This Committee aims to ensure compliance with the provisions of CUA regulations on curbing the menace and indiscipline behavior in the campus. The Student Disciplinary Committee shall have the dual role of safeguarding the rights of students and maintaining a climate of integrity and safety for all members of the CUA community.</p> <p>The Disciplinary Committee ensures exemplary behavior and conduct of students, which they can achieve by displaying the highest degree of moral and ethical values.</p> |  |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                      |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
|                                | The Committee also ensures that the CUA maintains discipline, dignity, and decorum in controlling the students, channel their youth energy into positive and creative direction and promote manners, personality, character, and civilization.                                                                                                                                                                        |                                                                      |
| Goal                           | Manage the policies, procedures, and implementation of processes related to student disciplinary issues.                                                                                                                                                                                                                                                                                                              |                                                                      |
| Objective                      | <ol style="list-style-type: none"> <li>1. Oversee and review policies and procedures related to academic misconduct of students.</li> <li>2. Render decision after reviewing academic misconduct cases of student misconduct including but not limited to plagiarism, cheating, and collusion.</li> <li>3. Prepare end-semester reports on instances of student misconduct and submit the same for review.</li> </ol> |                                                                      |
| Reporting                      | The Committee on Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                       |                                                                      |
| Meeting Structure<br>Frequency | The Committee shall meet on an as-needed basis to resolve disciplinary issues and prepare the final report.                                                                                                                                                                                                                                                                                                           |                                                                      |
| Members                        | AY: 2024-25 <ol style="list-style-type: none"> <li>1. Vice-Chancellor</li> <li>2. Executive Dean for Academic Affairs</li> <li>3. (1) Appointed Dean</li> <li>4. Head of Student Affairs</li> <li>5. Counselor</li> <li>6. Support Staff</li> </ol>                                                                                                                                                                   | Chair<br>Co-Chair<br>Member<br>Member<br>Member<br>Non-Voting Member |

## 21. Student Activities Committee

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Purpose   | The student Activities Committee plays a vital role in the campus life and well-being of the student community at CUA by overseeing the planning and organization of various student activities. While extending educational experiences, inculcating UAE values, and supporting the principles of patriotism and moderation among students, the guidance of a Committee can be prudent. It is also essential for the Committee to see that student activities bring together the campus community, further the academic goals of CUA, and encourage faculty, staff, and student participation. |  |
| Goal      | Provide oversight and guidance for a variety of programs and activities beneficial to students both socially and academically                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| Objective | <ol style="list-style-type: none"> <li>1. Review all policies and procedures related to the students' co-curricular experiences, interactions, programs, and services throughout the University.</li> <li>2. Evaluate the appropriateness of the student activities as meaningful utilization of students' time is in developing their talents and abilities.</li> </ol>                                                                                                                                                                                                                        |  |





|         |                                |                   |
|---------|--------------------------------|-------------------|
| Members | AY: 2024-25                    |                   |
|         | 1. Director of Enrollment      | Chair             |
|         | 2. Enrollment Manager          | Co-Chair          |
|         | 3. (3) Appointed Faculty       | Members           |
|         | 4. Head of ICT and Development | Member            |
|         | 5. Student Representative      | Member            |
|         | 6. Support Staff               | Non-Voting Member |

### 23. Health, Safety and Environment Committee

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Purpose                     | The Health, Safety, and Environment Committee at CUA has overall responsibility to ensure safety for all students and staff. It provides a forum for employees and management to work together to solve health and safety problems. The Committee has a role in ensuring that students, staff, and faculty will treat the facilities with respect and care and develop a "Safety First" attitude consistent with the objectives of all safety policies at the University.                                                                                                                                                                                                                                       |                   |
| Goal                        | Review and guide to ensure healthy, safe, and environmentally friendly operations at CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |
| Objective                   | <ol style="list-style-type: none"> <li>1. Review and monitor the safety, health, and environmental-related policies and activities of the University to ensure that it complies with appropriate laws and legislation.</li> <li>2. Review and monitor the management of programs and procedures to ensure that the principles set out in related policies are being adhered to and achieved.</li> <li>3. Review monthly/annually safety, health, and environmental reports.</li> <li>4. Investigate any extraordinary negative safety, health, and environmental-related performance issues where appropriate.</li> <li>5. Conduct training on how to maintain a safe environment at the University.</li> </ol> |                   |
| Reporting                   | The Committee on Committee reports its recommendations to the President of CUA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   |
| Meeting Structure Frequency | The Committee shall meet at least one time per semester and two times in an academic year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                   |
| Members                     | AY: 2024-25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |
|                             | 1. Director of HR & Administration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Chair             |
|                             | 2. Chief Engineer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Co-Chair          |
|                             | 3. Vice-Chancellor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Member            |
|                             | 4. Director in QA& IE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Member            |
|                             | 5. Manager-IT/Network                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Member            |
|                             | 6. Health and Safety Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Member            |
|                             | 7. Support Staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Non-Voting Member |

## 24. Library and Information Resources Committee

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------|-------|--------------|----------|--------------------------------|--------|-------------------------|--------|--------------------------------|--------|----------------------|--------|------------------|-------------------|
| Purpose                            | The purpose of the University Library and Information Resources Committee is to provide input and guidance to the Library on policy and strategic matters. This Committee is a general policy-making body for the library service of CUA which advises the Academic Council on any issue connected with the Library service, including funds, books, and staff.                                                                                                                                                                                             |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| Goal                               | Provide guidance and oversight regarding library operations, and resources to support faculty and students in teaching, learning, and research.                                                                                                                                                                                                                                                                                                                                                                                                             |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| Objective                          | <ol style="list-style-type: none"><li>1. Evaluate the adequacy of library resources and services to support faculty and students in teaching, learning, and research endeavors.</li><li>2. Review general library policies and regulations governing the functions of the Library.</li><li>3. Suggest initiatives for modernization and improvement of Library and Documentation Services.</li><li>4. Evaluate faculty, staff, and students' annual satisfaction survey report on Library and information services and suggest improvement plans.</li></ol> |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| Reporting                          | The Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| Meeting Structure                  | The Committee shall meet at least one time per semester and two times in an academic year                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| Frequency                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| Members                            | <div>AY: 2024-25</div> <table><tr><td>1. Director of HR &amp; Administration</td><td>Chair</td></tr><tr><td>2. Librarian</td><td>Co-Chair</td></tr><tr><td>3. Head of ICT and Development</td><td>Member</td></tr><tr><td>4. Financial Controller</td><td>Member</td></tr><tr><td>5. Assistant Manager ,Purchase</td><td>Member</td></tr><tr><td>6. Appointed Faculty</td><td>Member</td></tr><tr><td>7. Support Staff</td><td>Non-Voting Member</td></tr></table>                                                                                          |  | 1. Director of HR & Administration | Chair | 2. Librarian | Co-Chair | 3. Head of ICT and Development | Member | 4. Financial Controller | Member | 5. Assistant Manager ,Purchase | Member | 6. Appointed Faculty | Member | 7. Support Staff | Non-Voting Member |
| 1. Director of HR & Administration | Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| 2. Librarian                       | Co-Chair                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| 3. Head of ICT and Development     | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| 4. Financial Controller            | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| 5. Assistant Manager ,Purchase     | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| 6. Appointed Faculty               | Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |
| 7. Support Staff                   | Non-Voting Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                                    |       |              |          |                                |        |                         |        |                                |        |                      |        |                  |                   |

## 25. Information Technology Committee

|           |                                                                                                                                                                                                                                                                                                                                                                                   |  |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Purpose   | The Information Technology Committee is the primary voice of CUA on matters related to information technology. It provides an administrative forum for reviewing, evaluating, and recommending policies, procedures, standards for CUA's information technology to support and advance the CUA's efforts in teaching and learning, student support, and administrative functions. |  |
| Goal      | Maintain a robust information technology infrastructure and efficient service rendering process supporting the student, faculty, and staff.                                                                                                                                                                                                                                       |  |
| Objective | <ol style="list-style-type: none"> <li>1. Advice on issues, standards, and policy on information technology in teaching and learning, research, and other professional activities in the University.</li> </ol>                                                                                                                                                                   |  |

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | <ol style="list-style-type: none"> <li>2. Monitor to ensure that faculty and students are informed about significant information technology issues, initiatives, and priorities;</li> <li>3. Review trends in both computing and communication technologies as they impact the CUA's long-term technology needs.</li> <li>4. Assess and coordinate faculty needs regarding technology use and recommend appropriate action as necessary.</li> </ol> |
| Reporting         | The Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                  |
| Meeting Structure | The Committee shall meet at least one time per semester and two times in an academic year                                                                                                                                                                                                                                                                                                                                                           |
| Frequency         |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Members           | AY: 2024-25<br><ol style="list-style-type: none"> <li>1. Director of HR &amp; Administration Chair</li> <li>2. Head of ICT and Development Co-Chair</li> <li>3. BBA-MIS Department Chair Member</li> <li>4. Manager-IT/Network Member</li> <li>5. Student Representative Member</li> <li>6. Support Staff Non-Voting Member</li> </ol>                                                                                                              |

## 26. Budget and Finance committee

|                   |                                                                                                                                                                                                                                                                                                                                                            |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose           |                                                                                                                                                                                                                                                                                                                                                            |
| Goal              | Evaluate the budgeting process and its efficacy in supporting CUA's mission                                                                                                                                                                                                                                                                                |
| Objective         | <ol style="list-style-type: none"> <li>2. Review the implementation of the established budgeting process.</li> <li>3. Review implementation of all financial policies and procedures through evidence.</li> <li>4. Review the long-term and short-term Budgets of CUA for adequacy.</li> </ol>                                                             |
| Reporting         | The Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                         |
| Meeting Structure | The Committee shall meet at least four times each financial year                                                                                                                                                                                                                                                                                           |
| Frequency         |                                                                                                                                                                                                                                                                                                                                                            |
| Members           | AY: 2024-25<br><ol style="list-style-type: none"> <li>1. President Chair</li> <li>2. Financial Controller Co-Chair</li> <li>3. Vice-Chancellor Member</li> <li>4. Asst Financial Controller Member</li> <li>5. Director of Enrollment Member</li> <li>6. Director of HR &amp; Administration Member</li> <li>7. Support Staff Non-Voting Member</li> </ol> |

## 27. Student Financial Aid and Scholarship Committee

|         |                                                                                                                                                                                                                                |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose | Access and equity are the two essential pillars of any educational process. CUA is committed to providing them to its students in terms of scholarship awards and financial aid. A Committee serves in an advisory capacity to |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------|-----------------------|----------|----------------------------|--------|-----------------------------|--------|------------------------|--------|------------------|-------------------|
|                                       | review policy, procedures, operational plans, application criteria, customer service issues, and other student scholarships and financial aids issues.                                                                                                                                                                                                                                                                            |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| Goal                                  | Provide students access and equity regarding scholarship awards and financial aid.                                                                                                                                                                                                                                                                                                                                                |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| Objective                             | <ol style="list-style-type: none"> <li>1. Advice on policies, procedures, and standards for granting scholarship awards and financial aid.</li> <li>2. Evaluate the access and equity in the rendering of granting scholarship awards and financial aid.</li> <li>3. Review the processes to ensure compliance with all CAA standards, rules, and regulations in administering financial aid and scholarship programs.</li> </ol> |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| Reporting Meeting Structure Frequency | <p>The Committee reports its recommendations to the President of CUA.</p> <p>The Committee shall meet at least one time per semester and two times in an academic year</p>                                                                                                                                                                                                                                                        |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| Members                               | <p>AY: 2024-25</p> <table> <tr> <td>1. Director of Enrollment</td><td>Chair</td></tr> <tr> <td>2. Enrollment Manager</td><td>Co-Chair</td></tr> <tr> <td>3. Head of Student Affairs</td><td>Member</td></tr> <tr> <td>4. BBA-F&amp;A Department Chair</td><td>Member</td></tr> <tr> <td>5. Scholarship Officer</td><td>Member</td></tr> <tr> <td>6. Support Staff</td><td>Non-Voting Member</td></tr> </table>                    | 1. Director of Enrollment | Chair | 2. Enrollment Manager | Co-Chair | 3. Head of Student Affairs | Member | 4. BBA-F&A Department Chair | Member | 5. Scholarship Officer | Member | 6. Support Staff | Non-Voting Member |
| 1. Director of Enrollment             | Chair                                                                                                                                                                                                                                                                                                                                                                                                                             |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| 2. Enrollment Manager                 | Co-Chair                                                                                                                                                                                                                                                                                                                                                                                                                          |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| 3. Head of Student Affairs            | Member                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| 4. BBA-F&A Department Chair           | Member                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| 5. Scholarship Officer                | Member                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |
| 6. Support Staff                      | Non-Voting Member                                                                                                                                                                                                                                                                                                                                                                                                                 |                           |       |                       |          |                            |        |                             |        |                        |        |                  |                   |

## 28. Marketing and Public Relations Committee

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose   | The Marketing and Public Relations Committee plays a critical role in fostering creative ideas and solutions for CUA's marketing and public relations activities. The purpose of the Marketing and Communications Committee is to provide high-level strategic direction to marketing and communications activities and oversee CUA's initiatives to increase public awareness to advance CUA's mission, vision, and values.                                                                                                                                                               |
| Goal      | Ensure consistency and quality in maintaining institutional image and reputation, identity and marketing communications, and public relations activities.                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Objective | <ol style="list-style-type: none"> <li>1. Review marketing and PR strategies, innovative ideas and provide feedback on marketing activities that promote CUA boldly in a competitive and dynamically evolving marketplace.</li> <li>2. Provide advice on issues relating to the brand, logos, marks, and related policies of the University.</li> <li>3. Ensure alignment of the marketing activities with the best interests and strategic priorities of the University.</li> <li>4. Suggest opportunities and needs related to public relations activities of the University.</li> </ol> |
| Reporting | The Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                             |                                                                                           |                   |
|-----------------------------|-------------------------------------------------------------------------------------------|-------------------|
| Meeting Structure Frequency | The Committee shall meet at least one time per semester and two times in an academic year |                   |
| Members                     | AY: 2024-25                                                                               |                   |
|                             | 1. Director of Enrollment                                                                 | Chair             |
|                             | 2. Director of HR & Administration                                                        | Co-Chair          |
|                             | 3. Head of Student Affairs                                                                | Member            |
|                             | 4. Assistant Manager ,Purchase                                                            | Member            |
|                             | 5. Marketing Manager                                                                      | Member            |
|                             | 6. Student Recruitment and Outreach Officer                                               | Member            |
|                             | 7. Support Staff                                                                          | Non-Voting Member |

## 29.Social Responsibility Committee

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |          |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Purpose                     | <p>The CUA Social Responsibility Committee seeks to establish and deepen a culture of community engagement across teaching, research, and services to addresses community issues collaboratively and reciprocally. The Committee can assess that the efforts capitalize on faculty and staff expertise and engages them in relevant activities.</p> <p>The Committee embraces and values engagement with communities—local, regional, national, and international—as a powerful means for advancing human solidarity and fulfilling the common good.</p> <p>A Committee can also ensure that the social responsibility actives of CUA foster a culture of community engagement by promoting community-university partnerships that enrich teaching, learning, research, and creative activities, address critical societal issues, and contribute to the public good.</p> |          |
| Goal                        | Evaluate CUA's social responsibility activities through community-based opportunities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |
| Objective                   | <ol style="list-style-type: none"> <li>1. Advice on CUA's priorities and projects to promote social responsibility and sustainability.</li> <li>2. Advice on policies, procedures, and process relevant to social engagement activities.</li> <li>3. Oversee effective social engagement links between the CUA and the external communities.</li> <li>4. Advocate sharing good practices,</li> <li>5. Evaluate the success of current engagement activities, and help develop and manage new initiatives.</li> </ol>                                                                                                                                                                                                                                                                                                                                                      |          |
| Reporting                   | The Committee reports its recommendations to the President of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |          |
| Meeting Structure Frequency | The Committee shall meet at least one time per semester and two times in an academic year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |
| Members                     | AY: 2024-25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |
|                             | 1. Director of Enrollment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Chair    |
|                             | 2. Head of Student Affairs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Co-Chair |

|                                       |                   |
|---------------------------------------|-------------------|
| 3. Assistant Manager, Student Affairs | Member            |
| 4. (6) Appointed Faculty              | Member            |
| 5. CUA Alumnus                        | Member            |
| 6. Support Staff                      | Non-Voting Member |

### 30.Distance Education Committee

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                    |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Purpose                     | Distance Education Committee ensures that CUA explores and establishes its distance education strategies and processes based on best practices and local and regional contexts. The Committee shall oversee the related policies and procedures, the logistics of delivering instructions and assessment online, and training all stakeholders and end-users on an as-needed basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |
| Goal                        | Implementation a quality distance education program and related initiatives at CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                    |
| Objective                   | <ol style="list-style-type: none"> <li>1. Review and recommend necessary changes to the Distance Education policies and procedures at CUA.</li> <li>2. Implement robust audit processes to ensure adequacy and maintenance of the University's resources related to distance learning</li> <li>3. Monitor faculty engagement in Distance Education at CUA, the institutional Learning Management System for pedagogy, communication, and assessment of student performance.</li> <li>4. Conduct necessary professional development sessions for the faculty, students, and supporting staff through workshops, training, and tutorials for Distance Learning.</li> <li>5. Evaluate the effectiveness of e-learning programs and courses through both direct and indirect methods.</li> <li>6. Review distance learning content to ensure compliance with copyright, licensing, or other requirements</li> <li>7. Explore and suggest new technological concepts and techniques that may benefit DL at CUA.</li> <li>8. Provide necessary support services to assist students with a seamless transition to an e-learning environment at CUA.</li> <li>9. Audit the technical or logistical support to distance learning classrooms, equipment, websites, or services users.</li> <li>10. Generate comprehensive institutional Effectiveness reports for DL at CUA.</li> </ol> |                    |
| Reporting                   | The Committee reports to the President.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                    |
| Meeting Structure Frequency | The Committee shall meet at least two times per semester and four times in an academic year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                    |
| Members                     | AY: 2024-25<br><ol style="list-style-type: none"> <li>1. Director of Enrollment</li> <li>2. Appointed Faculty</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                    |
|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Chair<br>Co- Chair |

|                                        |                   |
|----------------------------------------|-------------------|
| 3. Executive Dean for Academic Affairs | Member            |
| 4. Director of HR & Administration     | Member            |
| 5. Head of ICT and Development         | Member            |
| 6. Manager-IT/Network                  | Member            |
| 7. Quality Assurance Manager           | Member            |
| 8. Support Staff                       | Non-Voting Member |

### 31. Internationalization Committee

|                   |                                                                                                                                                                                                                                       |                                                                       |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Purpose           | Internationalization efforts provide an opportunity for an institution to expand its reach through various initiatives.                                                                                                               |                                                                       |
| Goal              | Monitor the Internationalization Efforts at the institution and provide recommendations                                                                                                                                               |                                                                       |
| Objective         | <ol style="list-style-type: none"> <li>1. Review the effectiveness of the established MOUs related to internationalization.</li> <li>2. Provide recommendations to improve the internationalization processes at CUA.</li> </ol>      |                                                                       |
| Reporting         | The Committee reports to the President.                                                                                                                                                                                               |                                                                       |
| Meeting Structure | The Committee shall meet at least two times per semester and four times in an academic year                                                                                                                                           |                                                                       |
| Frequency         |                                                                                                                                                                                                                                       |                                                                       |
| Members           | AY: 2024-25 <ol style="list-style-type: none"> <li>1. Director of Enrollment</li> <li>2. Appointed Dean</li> <li>3. All Deans</li> <li>4. PPDT Department Chair</li> <li>5. Director of Research</li> <li>6. Support Staff</li> </ol> |                                                                       |
|                   |                                                                                                                                                                                                                                       | Chair<br>Co-Chair<br>Members<br>Member<br>Member<br>Non-Voting Member |

### 32. First Year Experience Committee

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Purpose   | The First Year Experience Committee (FYEC) will be charged with developing, implementing, and monitoring initiatives that support first-year students in transitioning to university life with a sense of belonging. The committee will evaluate existing and recommend new resources to help students thrive in their new educational environment. The committee will review and recommend the effectiveness of initiatives in practice to reduce academic stress, improve retention rates, and promote academic success among first-year students. |  |
| Goal      | Improve first-year success rates, leading to higher graduation rates.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Objective | <ol style="list-style-type: none"> <li>1. Identify and address the specific challenges faced by first-year students.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                      |  |

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|           | <ol style="list-style-type: none"> <li>2. Review the orientation programs and suggest improvements to increase student engagement in educational experiences</li> <li>3. Develop a structured mentorship program where experienced students guide incoming freshmen.</li> <li>4. Review and monitor the academic advising reports on first year students across all colleges</li> <li>5. Evaluate the student success rate and identify the areas of risks</li> <li>6. Develop programs and resources to help students manage academic stress.</li> <li>7. Create strategies to enhance student engagement and connection to the university community.</li> <li>8. Implement retention initiatives tailored to first-year students.</li> <li>9. Monitor and assess the effectiveness of FYE program.</li> <li>10. Collaborate with faculty, staff, and student services to provide comprehensive support.</li> </ol> |  |
| Reporting | The Committee reports its recommendations to the Vice Chancellor of CUA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| Meeting   | The Committee shall meet once a month                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
| Structure | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| Frequency |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| Members   | AY: 2024-25<br><ol style="list-style-type: none"> <li>1. Executive Dean for Academic Affairs      Chair</li> <li>2. Director of QA&amp;IE      Member</li> <li>3. Director of Enrollment      Member</li> <li>4. Director of HR &amp; Administration      Member</li> <li>5. Deans      Members</li> <li>6. PPDT Department Chair      Member</li> <li>7. Support Staff      Non-Voting Member</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |

## Terms of References of College Committees

### 1. College Curriculum Committee

|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose    | In concert with the institutional curriculum committee, this College level Committee improves teaching and learning quality and assures the alignment of all curricula with the mission and strategic goals of the College and CU.                                                                                                                                                                                                                                                                  |
| Goal       | Provide oversight for the quality and coherence of the new and existing curriculum through policies, procedures, and audits.                                                                                                                                                                                                                                                                                                                                                                        |
| Objectives | <ol style="list-style-type: none"> <li>1. Review all new proposals for courses and programs in the College and recommend further actions.</li> <li>2. Evaluate the existing curriculum of each program and specialization in the College and recommend actions for improvement.</li> <li>3. Assess the program specification files in the College to meet all local and international accreditation requirements.</li> <li>4. Prepares and submits an annual assessment, evaluation, and</li> </ol> |



|                                  |                                                                                                                                                                                                |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | improvement report of the Committee activities.<br>5. Audit all curricular changes to ensure compliance through established processes and document through approval forms and meeting minutes. |
| Reporting                        | Dean                                                                                                                                                                                           |
| Meeting Structure<br>– Frequency | The Committee meets at least once every semester or as needed to address curricular review and revision.                                                                                       |
| Members                          | Faculty representing all programs and concentrations                                                                                                                                           |

## 2. College Quality Assurance Committee

|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose                          | The College, in alignment with its strategic goals and objectives, often seeks and implements quality assurance processes to ensure that all academic and related standards are operationally efficient and outcomes are reliable. A relevant Committee includes members from key areas across the College who can provide relevant, contextual, and actionable suggestions and guidance.                                                                                                                                                                                                                                                             |
| Goal                             | Evaluate all Quality Assurance processes and provide recommendations for accountability, efficiency, and improvement toward the College level effectiveness.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Objectives                       | <ol style="list-style-type: none"> <li>1. Ensure that the College adheres to all applicable institutional level quality assurance processes.</li> <li>2. Suggest guidelines and audit methods for ensuring the implementation of quality assurance processes.</li> <li>3. Review strategic plans and ensure effective planning and operationalization.</li> <li>4. Facilitate program accreditation at all levels.</li> <li>5. Maintain detailed Committee meeting minutes following the established guidelines to manage meeting minutes at CUA.</li> <li>6. Suggest recommendations to the Dean in the form of an electronic memorandum.</li> </ol> |
| Reporting                        | Dean                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Meeting Structure<br>– Frequency | The Committee meets at least once every semester or as needed to address quality assurance-related issues.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Members                          | Faculty representing all programs and concentrations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

## 3. College Community Engagement Committee

|         |                                                                                                                                                                                                                                                                                                |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose | The College Community Engagement Committee establishes and deepens a culture of community engagement across teaching, research, and services. It also collaboratively addresses community interests by applying the existing capacity and expertise. As an academic entity, this Committee can |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | significantly contribute to the public good by fostering a community engagement culture by promoting community-university partnerships that enrich teaching, learning, research, and creative activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Goal                          | Evaluate the College's community engagement impact by effectively applying intellectual, technological, and physical resources and talents to collaborate with external partners on identified priorities to achieve mutually beneficial outcomes.                                                                                                                                                                                                                                                                                                                                                                                                              |
| Objectives                    | <ol style="list-style-type: none"> <li>1. Provides advice on the College's priorities and projects to promote social responsibility and sustainability.</li> <li>2. Facilitate new community engagement links between the College and relevant external communities.</li> <li>3. Assess the engagement of the faculty and student with the external community.</li> <li>4. Coordinate various community engagement activities, including but not limited to research, consulting, workshops, seminars, and lecture series.</li> <li>5. Evaluate the success of current community engagement activities, and help develop and manage new initiatives.</li> </ol> |
| Reporting                     | Dean                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Meeting Structure – Frequency | The Committee meets at least once every semester or as needed to address quality assurance-related issues.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Members                       | Faculty representing all programs and concentrations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

#### 4. College Alumni and Industry Relationship Committee

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose                       | The organization of a formal committee is often essential to benefit from the expertise and network of alums. Extending the role of this entity to include local industry partners can strengthen the impact of the resulting network effort.                                                                                                                                                                        |
| Goal                          | Formulate, implement, and evaluate plans for engaging students, alums, and employers towards employment, professional development, entrepreneurship, and postgraduate education opportunities.                                                                                                                                                                                                                       |
| Objectives                    | <ol style="list-style-type: none"> <li>1. Monitor and ensure an updated alumni and employer database.</li> <li>2. Organize and evaluate alums' lecture series.</li> <li>3. Organize and evaluate skill enhancement courses for the alums.</li> <li>4. Organize annual alum reunion event.</li> <li>5. Publish an Alumni Newsletter biannually.</li> <li>6. Organize and evaluate Industry lecture series.</li> </ol> |
| Reporting                     | Dean                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Meeting Structure – Frequency | The Committee meets at least once every semester or as needed to address quality assurance-related issues.                                                                                                                                                                                                                                                                                                           |
| Members                       | Faculty representing all programs and concentrations                                                                                                                                                                                                                                                                                                                                                                 |

## 5. College Level Research Committee

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Purpose                       | The College Research Committee (CRC) is established to promote, support, and oversee research activities within the college. The CRC will ensure that research policies and procedures are adhered to and that research activities are integrated effectively into teaching and learning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Goal                          | In alignment with the institutional goals, enhance the research quality and output at the college.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Objective                     | <ol style="list-style-type: none"><li>1. Assess the quantity and quality of research conducted within the college and provide recommendations.</li><li>2. Enhance the research culture within the college through relevant workshops, and seminars.</li><li>3. Evaluate the strategies in practice to integrate research into teaching and learning and suggest improvements.</li><li>4. Evaluate student involvement in faculty led research.</li><li>5. Evaluate effectiveness of research partnerships of the college including faculty with organizations.</li><li>6. Identify opportunities for research funding.</li><li>7. Identify partnerships with industry to facilitate applied research and technology transfer.</li><li>8. Document contribution of the College in the annual research event, national and international scientific conferences at the University.</li></ol> |
| Reporting                     | Dean                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Meeting Structure - Frequency | Once every month                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Members                       | Faculty members (at least three) encompassing all programs in the College.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, Feb 2020*

**Policy Title:**

**1.d Bylaws of the Board of Trustees**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** GM01DPO-03

**Responsible:** Board of Trustees

---

**Article I: Name and Location**

Name of the Organization

The name of the organization shall be “City University Ajman” abbreviated as “CUA” and hereinafter referred to as the University.

**1. Location and Contact Information**

City University Ajman

Sheikh Ammar Road, Ajman, United Arab Emirates (UAE)

Tel: +971 6 711 0000

Website Address: [www.cityuniversity.ae](http://www.cityuniversity.ae)

**2. Legal Status**

City University Ajman is a private ‘for profit’ institution of higher education, supported and financed by investors, who will be responsible for providing sufficient funding for the operational and financial sustainability of the University.

**3. Governance Authority**

The City University Ajman Board of Trustees, hereinafter referred to as “the Board”, shall be the legal body with specific authority to govern the University.

**Article II: Purposes**

**1. Introduction**

In a world of knowledge economy, the City University Ajman (CUA) continues to emerge as a leading institution in higher learning in the Emirates of Ajman, the United Arab Emirates,

the region and in the world. As a degree granting institution, City University Ajman is licensed by the Ministry of Education, UAE. The University offers undergraduate and graduate academic programs each of which is accredited by the Commission for Academic Accreditation (CAA) that is the accrediting agency under the Ministry of Education.

## **2. Vision Statement**

City University Ajman (CUA) aspires to become a distinguished comprehensive University at the national, regional, and international levels

## **3. Mission Statement**

The mission of City University 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 a high level of employability, regionally and globally for its graduates. City University Ajman provides its students with diverse education programs in the fields of humanities and social sciences, informatics, engineering and health sciences. In addition, City University Ajman contributes to the development of the knowledge economy as it promotes research and scholarly activities and community engagement.

## **4. Core Values**

The core values of the City University Ajman will be the following:

**Excellence:** in all University 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 City University Ajman 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 University.

**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 University 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.

### **Article III: The Board of Trustees**

#### **1. Scope of the Bylaws**

Serving as a guide for the Board of Trustees to approve all organizational structures and the governance policies of City University Ajman, these Bylaws shall be consistent with the laws of the United Arab Emirates. While these Bylaws will help to formulate general policies for governance, there may be additional guidelines and handbooks to facilitate the implementation of these Bylaws.

#### **2. Composition of the Board**

The Board of Trustees shall consist of a minimum of five (5) members, and a maximum of seven (7) members including the Chairman of the Board and excluding ex officio members. The President/CEO of the University shall serve as an *ex officio* member, with no vote and in no case shall serve as the Chair of the Board.

#### **3. Appointment of the Board Member**

- a. Each member shall be selected by the Chairman of the Board of Trustees.
- b. All Board vacancies due to resignation, retirement, dismissal, or any other reason, will be replaced at any meeting during the Academic Year.
- c. The following factors shall be taken into consideration in selecting a Board member:
  - i) The appointment of the member ensures an appropriate balance of individuals with the range of expertise, including academic expertise, necessary to guide the policies and strategic planning of the institution
  - ii) The selected member is in good standing within the United Arab Emirates.
  - iii) The selected member agrees to serve faithfully and in accordance with the Board Bylaws, Duties and Responsibilities if appointed.
  - iv) The selected member is free from any contractual, employment, personal, or

familial financial interest in the University.

- d. New Trustees will begin their terms of office at the beginning of the Board meeting following the one in which they have been approved.

#### **4. Terms of Office**

- a. Board of Trustees members shall serve five (3) years and for a maximum of three (3) terms of office.
- b. At the end of a completed five-year term, a member shall be eligible for re-appointment, subject to the Method of Appointment.

#### **5. Resignations**

- a. A member of the Board of Trustees may resign by communicating to the Chair of the Board in writing.
- b. Board of Trustee positions available from a resignation shall be filled by the established procedure and the new member shall complete the term of the member whose resignation is accepted.
- c. Absence in two consecutive regular Board meetings by a Board Member without excuse shall warrant a voluntary resignation in writing to the Chairperson of the Board.

#### **6. Dismissal from the Board of Trustees**

- a. All Trustees with an expectation to conduct themselves according to the highest legal and ethical standards may be dismissed should he or she:
  - i. Fails to attend two (2) consecutive regular meetings.
  - ii. Operates with undue influence by any external body including but not limited to political, and religious in nature.
  - iii. Participates in a criminal, felony, or fraudulent action.
  - iv. Violates ethical, or moral standards of the UAE.
  - v. Associates with any act that may compromise the integrity and reputation of City University Ajman.
- b. The Due-Process of Dismissal: A Board Member demonstrating any of the above violations shall be entitled the due process, as outlined below before removal from the Board.
  - i. The Chairman of the Board initiates the process in writing and asking for a volunteer resignation within ten (10) working days.

- ii. Failure to respond shall lead to automatic dismissal.
- iii. The formal charge(s) are deliberated during the following regular Board meeting with a quorum by the Chairman.
- iv. A majority vote by secret ballot of all the members present excluding the charged Trustee decides removal of the member.
- v. The dismissal of a member is formally documented in the BOT minutes of meetings.

## **7. Vacancies**

If any vacancy in the Board of Trustees shall exist by reason of the death, resignation, or otherwise, of a Trustee, such vacancy may be filled for the unexpired term by the Chairman.

## **8. Status of City University Ajman members with financial interests**

Only up to one-third of the members of the Board of Trustees, may have financial interest in the institution.

# **Article IV: Powers and Authority of the Board**

## **1. Foundation**

As the governing body of City University Ajman, the main objective of the Board of Trustees shall be to set policy and provide necessary support to facilitate that City University Ajman remains a quality institution of higher education. The Board of Trustees, as the governing body of City University Ajman, shall have the overall responsibility to approve the policies of City University Ajman and to monitor its implementation. In addition, the Board of Trustees shall have the fiduciary oversight over the University for the proper use of funds and for effective governance.

## **2. Governance and Policy-making**

The Board of Trustees shall exercise governance and policy-making authority over the University, and the Board shall not be involved in all the management and/or day-to-day operations. The Board shall not interfere in any way with the Administration's ability to fulfill its responsibilities.

The Board shall function only in a policymaking and governance capacity. The administration shall implement the policies approved by the Board. The policymaking and governance functions of the Board shall be distinctly separate from those of the implementation of policy by the administration, staff and faculty.

## **3. Outside Control**

The City University Ajman Board of Trustees shall not be controlled or unduly influenced by any external organization or institution other than the Board.



## **5. Majority Control of the Board**

The City University Ajman Board of Trustees shall not be controlled by a minority of its members or any external organizations or institutions. All decisions shall require the approval of a majority of members present in an official meeting that will meet the quorum. A majority is defined as at least 50% of the members present, plus one (51%).

## **6. Conflict of Interest**

The Board of Trustees shall define and address potential conflict-of-interest by its members. (See *Article IX* below.)

## **7. Due Process**

The Board of Trustees shall avail the due process for dismissal of a Board Member.

## **8. Undue Influence**

The Board of Trustees is authorized to act to remove any member with undue influence by external persons or bodies.

## **9. Board Orientation and Training**

All new Board Members shall undergo an Orientation prior to resuming responsibilities as a member of City University Ajman. In addition, all Board members will attend training activities on a regular basis. All training and orientation sessions will be arranged through the President's Office and may engage consultants and experts in specific areas of governance.

## **10. Review of the Responsibilities of the Board of Trustee**

The Board of Trustees shall regularly evaluate its Bylaws and its Duties and Responsibilities and, if appropriate, revise them to ensure that they are in keeping with best practices and accreditation requirements.

## **11. Duties and Responsibilities of the Board of Trustees**

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

- a. Appoints the President of the University, and regularly evaluates his/her performance;
- b. Approves the revisions, additions, and deletions of all the institution's policies;
- c. Approves all revisions and amendments to the institution's By-Laws;
- d. Approves and periodically reviews the institution's mission and vision statements;
- e. Approves the institution's strategic plan, and monitors progress in its achievement;

- f. Reviews and evaluates reports on all aspects of the institution's performance, to enable it to assure itself, and other stakeholders, that appropriate academic standards and quality of provision for students are being maintained;
- g. Approves the initiation or discontinuation educational programs of a quality consistent with the institution's mission;
- h. Authorizes the conferring of, all degrees recommended by the faculty;
- i. Secures financial resources to support the goals of the University adequately;
- j. Reviews and approves the University's capital and operating budget;
- k. Approves major facilities, contracts and campus plans;
- l. Approves the selection of an external financial auditor and receives, and follows up on, the auditor's report and management letter;
- m. Evaluates its own effectiveness and uses that evaluation for improvement.
- n. Approving the organizational structure of the University;
- o. Performs an ambassadorial role in promoting the University's goals and achieving the institution's mission;
- p. The Board of Trustees shall support the University administration in its efforts to ensure the safety and welfare of the entire University community.

#### **Article V: Board of Trustees Meetings**

##### **1. Regular Meetings (j)**

- a. The Board of Trustees shall meet a minimum of two (2) times per Academic Year.
- b. These meetings ideally shall be held in August (budget approval), and in April (Degree Approval).

OR

- a. 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.

##### **2. Special and Called Meetings**

- a. The Chair of the Board may call for a special meeting at any time.
- b. Any Board member, supported by at least two other members, may petition in writing that a special meeting be convened.
- c. The President/CEO of the University may request at any time that a special meeting should be called.

##### **3. Notice of Meetings**

- a. Trustees shall be informed of the exact date and time of each meeting a minimum of five (5) calendar days in advance of the meeting.
- b. The meeting notice shall include a meeting agenda and other supporting material that may require review by the Board members prior to the meeting.

##### **4. Quorum and Voting**

- a. A Quorum is defined as fifty (50) percent of the total number of Board members, plus one member.

- b. 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.
- c. No official business shall be conducted without a Quorum present, in person or by remote/electronic means.

## **5. Remote and Electronic 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. Therefore, Trustees may attend Board meetings, both regular and special, through electronic means. Their attendance will be considered valid for constituting a Quorum.

## **6. Conducting Business**

- a. The Chair of the Board shall normally preside over all meetings of the Board, following established parliamentary procedure.
- b. All decisions shall be adopted by a majority vote. A quorum must be present for any such action.
- c. Absolutely no action may be taken by the Board unless a majority approves it. No action shall be taken by a minority of Board members, nor shall a minority of members control any action by the Board.
- d. Voting during Board meetings shall be by voice vote, by show of hands, by rising vote, or by secret ballot as determined by the Chair or stated in the Board Bylaws. Any Member may request that a vote be conducted by any of these means. No voting may be done *in absentia* or by proxy.
- e. The Chair of the Board, with the assistance of the Secretary of the Board (Office described in *Article VI* below), shall prepare the agenda for each Board meeting. The order of the agenda items shall normally be:
  - a) Roll Call by the Chair (including Members attending remotely)
  - b) Declaration of a Quorum by the Chair
  - c) Approval of Agenda
  - d) Formal Approval of the Minutes of the Previous Meeting
  - e) Old/Unfinished Business
  - f) Reports from the Executive Committee and Any Ad Hoc Committee
  - g) Reports from the President
  - h) New Items for Discussion and Action
  - i) Announcements and Courtesies
  - j) Adjournment
- f. Any Trustee has the right to propose new business. New proposals shall be presented in writing to the Chair.
- g. As an *ex officio* member of the Board, the President/CEO of the University shall have the privilege of participating in any discussions by the Board. The President shall have no vote in any matter before the Board.

## **Article VI: Board of Trustees Officers**

## **1. Officers of the Board**

The Officers of the Board of Trustees shall be a Chair. The Chair shall be current Members of the Board. No Investor shall serve as an Officer of the Board.

The President/CEO of the University shall not serve as Chair of the Board, or any other Officer of the Board.

## **2. Chair (e – required)**

The Chair of the Board shall be elected by majority vote of the Board. The Chair will serve a renewable three-year term. Election of the Chair shall take place during the last meeting of the Academic Year during which the Chair's term expires. The newly-elected, or re-elected Chair shall assume duties at the beginning of the first Board meeting of the following Academic Year.

The Chair's duties are enumerated as follows:

- i. Preside over regular and called Board meetings, preserve proper decorum at all Board meetings, rule upon questions of order, following recognized parliamentary procedure
- ii. Execute all documents authorized by the Board,
- iii. Approve and sign all documents that require Board authentication, including diplomas for earned degrees
- iv. Appoint *ad hoc* committees, when such committees are authorized by the Board
- v. Call special and extraordinary meetings, when needed
- vi. Chair the Executive Committee,
- vii. Report the Executive Committee's decisions and actions to the full Board for ratification

## **Secretary of the Board**

The Secretary of the Board shall be elected by majority vote of the Board.

- a. The Board may choose to elect a Board Member to the Office of Secretary of the Board.
- b. The Board may select and appoint a qualified professional as the Secretary of the Board.
- c. Any non-Board Member Secretary of the Board shall have no voting privileges.
- d. The Secretary of the Board's duties are enumerated as follows:
  - i. Keep and maintain official records of all meetings by way of copious, accurate minutes of the Board's discussions and transactions at all regular and called meetings, and meetings of the Executive Committee if called upon to do so
  - ii. Preserve for ready reference all acts, rules, and regulations of the Board
  - iii. Keep on file all documents, reports, and papers belonging to the Board
  - iv. Assist the Chair in preparing the agenda for each Board meeting
  - v. Distribute the agenda, minutes of the previous meeting, and any pertinent documents to Board members, a minimum of thirty (30) days before the meeting

## **Article VII: Board Committees**

### **1. Committee Structure**

The City University Ajman Board of Trustees consist of only five members. As such, most BOT businesses can be conducted with full attendance with a quorum. Additional Standing Committees are not necessary for the smooth functioning of the Board. An Executive Committee is established to handle crucial, time-sensitive business between regular Board meetings. The Board is authorized to create *Ad Hoc* committees, for specific purposes, on an as needed basis.

### **2. *Ad Hoc* Committees**

The Board shall have the authority to create *Ad Hoc* Committees for specific purposes, which shall in turn make recommendations to the full Board to consider to adopt the committees' findings. The Board shall specify in writing the terms of reference for the committees. These committees shall include at least three members of the Board of Trustees and remain active until it fulfils the assigned duties, as specified by Board of Trustees, with a formal report of findings and recommendations to the Board.

## **Article VIII: University President**

### **University President**

- a. Selection of the President: The Board of Trustees shall appoint the President/CEO of the University.
- b. Job Description of the President: The City University Ajman Board of Trustees approves the job description of the President.
- c. Evaluation of the Performance of the President: The Board of Trustees shall regularly evaluate the President/CEO of the University.

## **Article IX: Conflicts of Interest**

### **1. The Policy**

- a. City University Ajman Board shall operate with integrity and ethics in all its deliberations and decision making endeavors.
- b. All Board members shall disclose all plausible and perceived conflicts of interests involving any Board decisions and refrain from participating in the associated decision making processes.
- c. The City University Ajman risk register will identify potential conflicts through annual audit and ensure rigorous and consistent review of such disclosures for containment and mitigation.
- d. The BOT must conduct a risk-benefit analysis to allow involvement of a member with a plausible conflict of interest, when the benefits far outweighs the risks.

## **2. Definition**

A "conflict of interest" arises from a situation in which a member of the City University Ajman BOT may be in a perceived or actual position to derive personal benefit from actions or decisions made in his or her official capacity.

## **3. Prohibitions**

- a. Board of Trustees members, involved in all fiduciary and policy making decisions pertaining to City University Ajman shall not solicit or willfully accept any gifts, or personal favors because of their positions serving City University Ajman.
- b. Board of Trustee members shall not solicit or willfully accept any gifts, or personal favors which may render a perception to impair the independence, integrity, or impartiality of the member, or facilitate the appearance of partiality toward the donor.
- c. Board of Trustee members shall not solicit or willfully accept any gifts, or personal favors after rendering an official decision in favor of another person or entity from the same person or the same entity directly or indirectly.

## **4. Disclosure**

- a. At the first regular Board meeting of the Academic Year, each Trustee shall complete and sign a CONFLICT OF INTEREST STATEMENT, which is maintained by the Secretary of the Board.
- b. New and replacement members, who join the Board during the Academic Year, shall complete and sign this form as part of Orientation.
- c. All Trustees shall disclose to the Board, in writing, upon knowing any possible conflict of interest, as soon as possible.
- d. All conflict of interest disclosure shall be made in writing to the Chair of the Board.
- e. Upon receipt of such information, the Chair shall notify all members of the Board of the conflict.
- f. Further, the Board Member shall recuse himself or herself from discussions of, and abstain from voting on, such matters under consideration by the Board of Trustees and refrain from use of personal influence on the matter.
- g. The recused Trustee may not be counted in determining the quorum for the meeting, for the matter in question.
- h. The minutes of such meeting shall reflect that a disclosure was made and that the Trustee with a conflict or possible conflict abstained from voting and the quorum situation.
- i. All situations of question for any member shall be resolved by the Board in the absence of the member by a majority vote.

## **Article X: Board of Trustees Self-Evaluation**

### **Foundation**

The process of *Continuous Improvement* is crucial to all areas of the University. The Board of Trustees provides crucial governance for the University and ensures the presence of viable leadership. In this role, the Board of Trustees provides a leadership role and sets the example for the rest of the University in promoting *Continuous Improvement*. Therefore, the Board shall regularly define and evaluate its responsibilities and expectations, using a process of Self-Evaluation. The Board shall evaluate themselves as a collective body.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, March 2020*

**Policy Title:**

**1.e Board Appointments, Term of Office and Replacement**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** GM01DPO-04

**Responsible:** Board of Trustees

---

Please refer to Article 3 in the Bylaws of the Board of Trustees [Policy No. GM01DPO-3].

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, March 2020*

*Revised: Aug 2021*



**Policy Title:****1.f Policy on Policies****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** GM01FPO-04**Responsible:** President

---

**Rationale:**

The purpose of this policy is to establish a unified process in developing, revising, retiring and approving of institutional policies.

**Scope:**

This Policy is effective throughout the City University Ajman.

**Policy Statement:**

All employees through their unit heads can submit a proposal to initiate, amend or retire an existing policy through a unified process of review and approval. All proposals for the development, retirement and revision of existing policies shall demonstrate alignment with the college mission, fulfill standards of the accreditation agency(ies), support all applicable laws and regulations and benchmark with best practices in higher education institutions.

All institutional policies will be developed by utilizing the standard policy format. All policies shall be recommended by the President of City University Ajman to the Board of Trustees for approval. Once approved by the CUA BOT, all policies will be centrally maintained and disseminated to all concerned units/departments. All associated procedures must be developed and approved by the President to facilitate implementation of the policy.

**Policy Review**

All Policies and Procedures will be reviewed on a regular basis. CUA will ensure that at a minimum such reviews are conducted for all Policies and Procedures within three years of the last approval.

The responsibility for initiating the policy review will be that of the HOD in charge of the Responsible Office for each of the Policies and associated Procedures. The overall management of the Policy and Procedure Manual review process will rest with the QA&IE Department.

During the review process, all proposal for the development, retirement and revision of existing policies are required to:

- demonstrate alignment with the college mission,

- fulfill standards of the accreditation agency(ies),
- support all applicable national and local laws and regulations and
- benchmark with best practices in higher education institutions.

### **Location of Policies**

To maintain an organized system of document change control, and to ensure content currency, consistency and accuracy across CUA publications and digital media, individual departments shall not maintain separate copies or versions of the University policies or associated procedures. Instead, departments shall be required to reference necessary policies and procedures from the parent Policy Procedure Manual (PPM).

To ensure ready access to University policies, the Public Relations Department at CUA will maintain an official University Policies web page with the most current approved version of all University policies.

The documents on the University Policies web page will constitute the official electronic depository for University-wide policies.

### **Policy Format**

A standard policy format ensures clarity and consistency. Although not all policies will contain all the format elements, University policies will be written and maintained following the format described below:

#### 1. Header information: (mandatory element)

- a) Policy title.
- b) Policy type (New, Revised or Discontinued).
- c) Policy Number including the version.
- d) Responsible.
- e) Procedures link(s), if applicable.

2. Purpose: Describes the relationship of the policy with the mission of the institution as well as a best practice in higher education.

3. Scope: (mandatory element) Identification of parties governed by the policy.

4. Definitions: (optional element) Meaning and interpretation of terms used in the policy.

5. Policy: (mandatory element) Description of the actual policy covering topics which include: duties assigned to responsible parties and other parties as necessary; other information specific to a particular policy subject as needed; and a description of the compliance review process and specific authority to impose penalties or other remedies when noncompliance occurs, if applicable.

6. Document History: Date of approval: (mandatory element). Required for initial approvals and all subsequent reviews and updates.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, March 2020*

*Revised: Board of Trustees, July 2020*

**Procedure Title:**

**Development, Dissemination, and Communication of all Policies**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** GM01FPR-03

**Policy Reference:** GM01FPO-04

**Responsible:** President

---

**Procedure**

Any City University Ajman employee can propose a policy through their unit heads. The proposal should conform to the standard template (Appendix 1: Policy Proposal Form).

The following steps will be used for the development, dissemination, and communication of all policies.

1. Initiate a policy by completing the policy proposal form available from the QA&IE department.
2. Submit a completed Policy Proposal Form to the QA&IE department.
3. Review of the Policy to ensure that it conforms to best practices, accreditation standards is carried out by the QA&IE Department.
4. Submission of a draft of the Policy to the President is done by the QA&IE Department.
5. Review and submission of the policy to the BoT is carried out by the President.
6. All actions by BoT regarding the Policy are sent to the QA&IE department for dissemination, follow up action or archiving.
7. The Policy is reviewed to ensure that it conforms to best for dissemination, follow up action or archiving.
8. A communication of the newly added/revised/discontinued Policy is sent out to the concerned units/departments by the Office of the President.
9. All approved policies are uploaded on the institutional shared drive.

**Document History**

*Approved: President, Nov 2014*

*Revised: President, Nov 2018*

*Revised: President, March 2020*

**Procedure Title:**

**Development, Dissemination and Communication of all Procedures**

**Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Procedure Number:** GM02FPR-02

**Policy Reference:** GM01FPO-01

**Responsible:** President

---

Any employee can propose a procedure through their unit heads. The proposal should conform to the standard template (Appendix 2: Procedure Proposal Form).

The following steps will guide the development, dissemination and communication of all Policies and associated procedures.

1. Initiate a policy by completing the Procedure proposal form available from the QA&IE department.
2. Submit a completed Procedure Proposal Form to the QA&IE department.
3. Review of the Procedure to ensure that it conforms to best practices, accreditation standards, is carried out by the QA&IE Department.
4. Submission of a draft of the Policy to the President is done by the QA&IE Department.
5. The Procedure is approved by the President and sent back to the QA&IE department for dissemination, follow up action or archiving.
6. A communication of the newly added/revised/discontinued Procedure is sent out to the concern units/departments by the Office of the President.
7. The Procedure approved by the President is placed on the institutional shared drive.

**Document History**

*Approved: President, Nov 2014*

*Revised: President, Nov 2018*

*Revised: President, March 2020*

## Appendix 1: Policy Proposal Form (GM01FPO-1)

|                                                                                         |                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Section I:</b><br>To be filled by the faculty or staff who are proposing the policy. |                                                                                                                                                                                                                                                                                                      |
| Policy type                                                                             | New <input type="checkbox"/> Revised <input checked="" type="checkbox"/> Discontinued <input type="checkbox"/>                                                                                                                                                                                       |
| Date                                                                                    |                                                                                                                                                                                                                                                                                                      |
| Name/Proposer                                                                           |                                                                                                                                                                                                                                                                                                      |
| Department                                                                              |                                                                                                                                                                                                                                                                                                      |
| Rationale for new or revised policy                                                     | State why the new or revised policy is needed.<br><i>Example: Requirements by CAA-MOE (please quote the relevant requirement). If making changes to existing policy, attach the existing policy</i>                                                                                                  |
| <b>Section II:</b><br>Draft proposed policy / revised policy                            |                                                                                                                                                                                                                                                                                                      |
| Policy Title                                                                            |                                                                                                                                                                                                                                                                                                      |
| Purpose                                                                                 |                                                                                                                                                                                                                                                                                                      |
| Scope                                                                                   |                                                                                                                                                                                                                                                                                                      |
| Policy                                                                                  |                                                                                                                                                                                                                                                                                                      |
| <b>Section III:</b><br>Approvals                                                        |                                                                                                                                                                                                                                                                                                      |
| Reviewed by                                                                             | Quality Assurance & institutional Effectiveness Department (QA&IE)<br><br><div style="display: flex; justify-content: space-between;"> <div>_____</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between;"> <div>Director of QA&amp;IE</div> <div>Date</div> </div> |
| Approved by                                                                             | Office of the President/Designee<br><br><div style="display: flex; justify-content: space-between;"> <div>_____</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between;"> <div></div> <div>Date</div> </div>                                                        |
| Approved by                                                                             | Board of Trustees/Designee<br><br><div style="display: flex; justify-content: space-between;"> <div>_____</div> <div>_____</div> </div> <div style="display: flex; justify-content: space-between;"> <div></div> <div>Date</div> </div>                                                              |

## Appendix 2: Procedure Proposal Form (GM01FPO-1)

|                                                                                         |                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Section I:</b><br>To be filled by the faculty or staff who are proposing the policy. |                                                                                                                                                                                                     |
| Procedure type                                                                          | New <input type="checkbox"/> Revised <input checked="" type="checkbox"/> Discontinued <input type="checkbox"/>                                                                                      |
| Date                                                                                    |                                                                                                                                                                                                     |
| Name/Proposer                                                                           |                                                                                                                                                                                                     |
| Department                                                                              |                                                                                                                                                                                                     |
| Rationale for new or revised procedure                                                  | State why the new or revised policy is needed.<br><i>Example: Requirements by CAA-MOE (please quote the relevant requirement). If making changes to existing policy, attach the existing policy</i> |
| <b>Section II:</b><br>Draft proposed procedure / revised procedure                      |                                                                                                                                                                                                     |
| Procedure Title                                                                         |                                                                                                                                                                                                     |
| Purpose                                                                                 |                                                                                                                                                                                                     |
| Scope                                                                                   |                                                                                                                                                                                                     |
| Procedures                                                                              |                                                                                                                                                                                                     |
| <b>Section III:</b><br>Approvals                                                        |                                                                                                                                                                                                     |
| Reviewed by                                                                             | Quality Assurance & institutional Effectiveness Department (QA&IE)<br><br>_____<br>Director of QA&IE<br><br>_____<br>Date                                                                           |
| Approved by                                                                             | Office of the President/Designee<br><br>_____<br>President<br><br>_____<br>Date                                                                                                                     |

**Policy Title:**

**1.g Institutional Planning, and specific plans for Community Engagement, Research and Scholarly Activity and Sustainability**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

GM01GPO-02

**Responsible:**

President Office, QAIE

---

**Purpose**

The purpose of this policy is to guide management about the institutional planning process.

**Scope**

This policy applies to all the stakeholders who participate in the planning process. However, the Office of the President oversees the planning process through the Department of Quality Assurance and Institutional Effectiveness. An Ad hoc Strategic Planning Committee is formed one year before the end of the existing five-year strategic plan, which provides secondary oversight of the strategic planning process at the institution.

**Policy**

One of the primary goals of planning is to ensure that the institution remains focused on its vision and continuously evaluates its environment to help craft a plan of action to achieve the mission. In that spirit, it is the policy of the City University Ajman (CUA) to engage in a comprehensive planning process in the following areas:

**Institutional planning**

1. Maintain an up-to-date and approved long-term strategic plan.
2. Maintain approved annual operational plans.
3. Ensure that its institutional planning processes include innovation principles, research, social engagement, and sustainability.

**Research Planning**

1. Maintain an up-to-date and approved research strategy that guides policies and procedures relating to research, scholarly activity, and innovation.

**Social Responsibility and Engagement**

1. Maintain an up-to-date and approved strategic plan for social responsibility and engagement, including environmental enhancement and sustainability goals.



At the discretion of the President, City University Ajman may engage in special-purpose planning processes covering cross-organizational processes, sub-processes, or parts thereof.

City University Ajman will engage all of the stakeholders in all of its planning processes.

City University Ajman will appropriately disseminate all of its planning documents to the appropriate stakeholders

The long-term plans will span five years.

The short-term plans will be annual in nature.

The long-term planning will involve an environmental scan and a SWOT analysis.

The Board of Trustees shall approve all the plans before implementation.

The Responsible Office shall annually review the plans under purview for necessary revisions.

All plans shall have measurable goals, objectives, actions to achieve the objectives, key performance indicators with tools to measure, and targets to achieve.

All planning processes must document results, analysis of the results, suggestions to seek improvements.

The University endeavors to use planning as a means of:

- reflecting the values and expectations of those in the University community
- helping the University to respond proactively to emerging threats and opportunities
- harnessing the capacity of the diverse University community to work towards the fulfillment of the University's vision and mission
- integrating the academic and non-academic aspects of the organization to not only maintain the academic rigor of University programs but also to increase the marketability and sustainability of these programs
- synchronizing functional and sectional planning activities to ensure availability of all relevant information on which to base planning
- assisting the management team in allocating University resources consistent with the vision and mission, and
- providing a framework for ongoing management and review to assess progress and revise planning as circumstances change.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2021*

**Policy Title:****1.h Risk Management.****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** GM01HPO-04**Responsible:** President

---

**Rationale**

Risk management and internal control are linked to fulfilling a University's Mission, Vision, Goals, and Objectives at all levels and in all areas. The University 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 generally accepted as a creative component of management, not an "add-on." It is taken as axiomatic that good management is effective risk management.

Risk is the probability or threat of damage, injury, liability, loss, or other events due to external or internal vulnerabilities. Therefore, responsible personnel in all the functioning units in organizations proactively identify these risks, develop mitigation strategies, implement the mitigation steps, monitor the management of the process, and evaluate the effectiveness of the management plan as a whole. The rationale behind risk management is to minimize the risks and their impacts on the operations and the organization's growth.

**Policy Statement**

1. City University Ajman (CUA) maintains a detailed risk management plan which defines various sources of risk, such as but not limited to natural disasters, failure of information technology infrastructure, loss of key personnel, financial risks arising from insufficient enrolment, loss of access to learning resources, or cessation or insufficiency of access to clinical training sites.
2. CUA assesses the severity of specific risks and identifies strategies to monitor, avoid, reduce, or ameliorate them.
3. CUA has identified responsibilities for risk management.
4. CUA has appropriate levels of insurance coverage for liability and other potential losses or designated financial resources to provide adequate replacement protection for its physical facilities and equipment and to cover the potential liability of personnel. Also, the University will have insurance with liability coverage for all employees. The

insurance plan will cover an emergency standby agreement for disaster recovery services in case of any catastrophic loss or emergency.

5. CUA ensures that its risk management plan is regularly approved and monitored by the governing body at least once every two years. The University seeks to secure financial benefits through its risk management policy, e.g., staff time, legal fees, insurance payments, bad debt reduction, etc., through the early recognition and management of risk.
6. CUA assesses health and safety risks in relevant areas of its operations, such as laboratory practical classes, workshop activities, patient care clinics, internships, and off-campus placements. The University seeks to enhance the security and safety of staff and students by managing physical risks. The University will have buildings, equipment holdings, and physical facilities insurance.
7. CUA manages its financial risks by evaluating them, developing strategies to avoid or reduce them, obtaining appraisals of facilities and equipment, and insuring them.
8. CUA describes and analyzes the effectiveness of the comprehensive risk management plan of the institution, including provisions for insurance against liability on an annual basis.

## **Responsibilities**

1. The Board of Trustees sets internal control policies to manage risks at CUA.
2. The President's Office is responsible for coordinating the implementation of the risk management plan at CUA.
3. The QA&IE Department ensures that CUA complies with the regulatory requirements regarding risk management.
4. All functional operational units at CUA are responsible for implementing the risk management plan.
5. The Risk Management Committee reviews the risk management process and outcomes and recommends improvements to the President.

## **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Nov2020*

*Revised and Approved: Board of Trustees, Sep 2023*

**Procedure Title:**

**Risk Management Committee**

**Procedure Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** GM01HPR-02

**Policy Reference:** GM01HPO-4

**Responsible:** President

---

## **1. Purpose**

City University Ajman will form a Risk Management Committee at the institutional level to provide pertinent oversight and guidance for the risk management process.

## **2. Terms and Reference of the Risk Management Committee**

The City University Ajman strives to maintain a safe environment for its students, faculty, staff, and visitors. City University Ajman ensures compliance with UAE standards for hazardous chemicals, fire prevention, occupational health and safety, and handicap accessibility. To that end, the Risk Management Committee shall be responsible for identifying, assessing, monitoring, and mitigating strategic and operational risks of the University.

The Committee makes recommendations to the President regarding plans, policies, and procedures related to risk management at the institution. The Committee members' actions result from the collective voices of faculty, staff, and students. It is paramount that the actions taken by the Committee are in the best interest of the University and in alignment with its strategic goals and objectives to achieve its mission.

The Committee has the following responsibilities:

- Audits and seeks assurance that City University Ajman has appropriate liability, other insurance, and designated financial resources to protect its physical facilities and equipment, including potential personnel liability.
- Audits the existing environmental health and safety risks to the University and confirms the availability of sufficient resources towards compliance with UAE standards related to hazardous chemicals, fire prevention, occupational health and safety, and persons of determination services.
- Audits to ensure that annual emergency response drills are scheduled and conducted
- Audits to ensure that health, safety, and personal security risks are identified with mitigation strategies
- Audits to ensure that the University complies with federal, state, and local regulations
- Audits seek assurance that all the risks that can harm buildings, property, campus community, and visitors are identified and removed.

- Audits the Emergency Procedures to verify that they are appropriate, up-to-date, and posted in appropriate locations.
- Suggests prevention approaches, training, and education strategies, to improve the effectiveness of the risk management plan and its operationalization.
- Contributes to developing a detailed risk management plan with sources of risk and their severity and identifies strategies to avoid, reduce, or mitigate them.
- Reviews City University Ajman risk management plan, the delegation of responsibilities, and insurance coverage for identified risks,
- Contributes towards the formulation of an annual Effectiveness Report on the Risk Management Plan
- Reviews the findings from the Committee's annual assessment of the Effectiveness Report to suggest improvements for the Risk Management Plan at City University Ajman.
- Monitors and ensures that all health, safety, and risk management policy and associated procedures support the University's mission.

The Committee shall have the following structure and operational guidelines:

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Chair</b>                | <b>President</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Reporting to</b>         | Board of Directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Membership</b>           | <p>City University Ajman has a Health, Safety, and Risk Management Committee comprising a diverse group of individuals from various operational areas to manage all related activities. Members of the Committee are expected to attend and participate in all scheduled meetings as representatives from the functional areas they serve.</p> <ul style="list-style-type: none"> <li>• President</li> <li>• Vice-Chancellor</li> <li>• QA&amp;IE Director</li> <li>• Dean</li> <li>• HoDs, Academic Departments</li> <li>• HoDs, Non-Academic Departments</li> <li>• Chair, Health and Safety Committee</li> </ul> |
| <b>Frequency of Meeting</b> | Three times a year (Fall-Sep, Summer-June, Summer-August)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Quorum</b>               | Quorum is declared when a majority is present. A majority is defined as 50% +1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Selection of Members</b> | Membership is automatic to the post-holder.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                              |                                                                                                                                                                                 |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>External Members</b>      | This Committee will not have any external members. Individuals may be invited to participate without voting rights.                                                             |
| <b>Voting</b>                | Decisions are made through voting – where a majority of the votes are considered. In cases where the votes are equal, the vote of the Chairman will be deemed to break the tie. |
| <b>Renewal of Membership</b> | Membership is for one year unless terminated for failure to comply with the terms of reference.                                                                                 |

**Document History**

*Approved: President, Nov 2020*

*Approved: President, Sep 2023*

**Procedure Title:**

**Review of Risk Management Plan**

**Procedure Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** GM01HPR-02

**Policy Reference:** GM01HPO-03

**Responsible:** President

---

**1. Purpose of Procedure**

City University Ajman must analyze the effectiveness of its comprehensive risk management plan, including provisions for insurance against liability regularly. As such, CUA must also put in place a procedure that includes the critical aspects of the risk management process, identifies the main reporting procedures, and describes the steps to evaluate the effectiveness of the Risk Management Plan.

**2. Definitions:**

**Strategic Risks** might threaten the University's ability to meet its key objectives. These risks include:

- a. Regulatory Risks – risks brought about by government policy changes (i.e., mandates from the MOE).
- A. Reputation Risks – risks that can cause harm to the reputation of the organizations (i.e., bankruptcy).
- B. Competitive Risks – risks that are brought about by competition (i.e., other Universities offering the same program as City University Ajman)

**Operational Risks** are risks present in the University's day-to-day functions and services. These risks include:

- a. Daily Operational Risks – depending on the nature of the unit's operation, the day-to-day activity may pose daily operational risks (i.e., tear and wear of equipment).
- b. Physical Risks- any risks that may cause physical harm to students, staff, faculty, and visitors are considered under physical risks (i.e., natural disaster)
- c. Personnel Risks – any risks that people within City University Ajman bring about are considered under personnel risks (i.e., the performance of faculty and staff)
- d. Productivity Risks – any risks that affect productivity due to disruption in regular operation are considered under productivity risks (i.e., malfunctioning of machines)

- e. Information Risks – a leak of information related to the students, faculty, staff, or the City University Ajman are considered under information risks (i.e., spam, viruses)
- f. Intellectual Property Risks – risks resulting from academic dishonesty committee by faculty, staff, and students are considered under intellectual property risks (i.e., infringement of copyright)

**The Risk Register** is a risk management tool to document the different risks, the risk owner, level of control, likelihood, severity, risk strategies, and risk significance for assessment, monitoring, and reporting purposes.

**A risk Owner** is a person or unit ultimately accountable for ensuring that the risk is appropriately addressed and managed in the event it takes place.

**Likelihood** refers to the probability of a risk occurring as determined by the environment, in general, within the context of the activities.

**Level of Control** describes how the actions of the individual or group of individuals will take if the risk takes place.

**Risk Strategies** are defined responses and estimates of actions to address risks if the risks take place or happen.

- a. Assume [acknowledge the risk and decide not to take any action to resolve the risk, transfer the risk to a third party, or mitigate the risk.];
- b. Avoid [Completely remove the risk by taking actions.];
- c. Control [Control or Reduce the chances of the risk or the impact of the risk by preventing before, detecting during, or reacting after the risk takes place];
- d. Transfer [Assign the risk to a third party].

Risk Significance is the priority level of the risk. The higher the importance, the higher the priority level. It is computed as Risk Significance = severity \* Likelihood.

### **3. Procedure for Risk Management**

- A. The President's Office initiates the Risk Management Plan for the academic year during the first week of September (in the Fall) by emailing the unit HODs and the Risk Management Standing Committee members.
- B. The Quality Assurance sets up the Risk Register template on a shared drive, during the first week of September, provides access to all functioning unit HOD (HOD), and send email to identify risks and further develop the Risk Register.



- C. The HODs identify risks and further develop the risk register with a due date of September 30 by:
  - i. Identifying (clearly describing) risks according to the different areas listed and based on the nature of their operation in consultation with their staff.
  - ii. Categorizing the risks under one of the defined categories.
  - iii. Assigning the responsibility for each of the risks
  - iv. Assigning the likelihood of the risk as a probability of occurring as determined by the environment, in general, within the context of the activities. 1. Unlikely, 2. Rare, 3. Moderate, 4. Likely, 5. Almost Certain.
  - v. Assigning the severity of the risk based on plausible damage due to the risk as 1. Negligible, 2. Minor, 3. Moderate, 4. Major, 5. Catastrophic
  - vi. Assigning a risk strategy to 1. Assume, 2. Avoid, 3. Control, 4. Transfer
  - vii. Developing a mitigation strategy for each of the risks.
- D. The HODs monitor the risk register regularly to optimize the mitigation of the risks.
- E. The President's Office sends an email for the Risk Management Committee to meet during the last week of September.
- F. The Risk Management Committee meets during the last week of September to review the risk management plan.
- G. The Quality Assurance extracts a copy of the Risk Register around July 15 (summer), places it on the share drive, and provides access to the HODs for evaluation.
- H. The HODs evaluate the identified risks during July 16 -31 to assess the effectiveness of the risk mitigation plan by:
  - i. Calculating the risk significance by multiplying Likelihood and Severity.
  - ii. Entering the risk frequency (occurrence).
  - iii. Reassessing and assigning the actual severity of each risk at this point of review.
- I. The Quality Assurance department
  - i. Completes a KPI analysis of the risk register after HOD evaluation in the step G
  - ii. Prepares the Evaluation of the Effectiveness of the Risk Management Plan Report.
- J. The HODs:
  - i. Assign an effectiveness rate based on the KPI analysis.
  - ii. Provide recommendations based on the effectiveness of the risk mitigation process.
- K. The President's Office sends an email for the Risk Management Committee to meet during the first week of August (Summer).
- L. The Risk Management Committee meets to
  - i. Initiate the Risk Management Audit Process
  - ii. Reviews the persistent risks in the risk register
- M. The Quality Assurance sets up the shared drive with
  - i. the Risk Register,

- ii. the evaluation of the risk register,
  - iii. the risk audit form, and
  - iv. recommendations for the Persistent Risks
- N. The HOD revises the risk register to address the persistent risks.
- O. The President's Office sends an email for the Risk Management Committee to meet during the last week of August (Summer).
- P. The Risk Management Committee meets to
  - i. Finalize the risk audit (form)
  - ii. Review the effectiveness of the Risk Management Plan based on KPI analysis (Step I)
  - iii. Make recommendations to improve the effectiveness of the Risk Management Plan
- Q. The Quality Assurance sets up the shared drive with all Risk Management documents.
- R. The HOD recalibrates the risk register with residual risks for the next AY.
- S. The President's Office prepares all the Risk Management Documents for President's approval and BOT.
- T. The BOT receives all risk documents and approves the RMP

#### **4. KPI Analysis of the Risk Management Plan**

To assess the effectiveness of the RMP (Step 3.I), the following KPI shall be used:

1. Risk Identification Rate: As an ability to proactively identify and assess potential risks, measure the quarterly rate at which new risks are identified and added to the risk register. Divide the number of times risks were identified by the length of time (3 months).
2. Risk Frequency: Track the frequency of risks to measure the ability to identify and address risks before they materialize. Divide the number of times all the risks occur by the length of time (365 days).
3. Risk Exposure: This KPI measures the overall level of risk exposure by calculating the significance of identified risks based on the severity and likelihood of their occurrence.
4. Risk Culture and Awareness: This KPI evaluates CUA's risk culture and the level of risk awareness among employees. It can be measured through employee surveys and training participation rates. The survey measures i. employee engagement in risk identification and reporting, ii. the existence of risk-awareness campaigns, and iii. the integration of risk management into decision-making processes. A strong risk culture fosters proactive risk management and helps to identify and address risks at an early stage.

5. **Risk Management Costs:** This KPI measures the cost-effectiveness of the risk management activities. It evaluates the expenses associated with risk management processes, such as risk assessments, risk mitigation measures, insurance premiums, and risk management personnel.
6. **Compliance Adherence:** Use a checklist to assess compliance with relevant laws, regulations, and industry standards. Measure the percentage of compliance requirements that are met, such as data protection regulations, health and safety standards, and academic accreditation criteria.
7. **Student Satisfaction:** Evaluate student satisfaction levels as a KPI for risk management. Satisfied students are less likely to engage in behaviors that could pose reputational, legal, or financial risks to CUA.
8. **Risk Training and Awareness:** Measure the effectiveness of risk management training programs and initiatives. This can include the percentage of staff who have received risk management training and employee feedback on their understanding of risk management practices.
9. **Insurance Coverage Adequacy:** Evaluate the institution's insurance coverage and its alignment with potential risks. Measure the adequacy of insurance coverage for various types of risks, such as liability insurance, property insurance, and cyber insurance.
10. **Risk Mitigation Effectiveness:** This KPI assesses the effectiveness of risk mitigation measures implemented. It measures the extent to which identified risks are being mitigated or controlled and evaluates the impact of these measures on reducing the likelihood or severity of risk events. This can be done by evaluating the reduction in risk severity or significance after implementing risk controls.

## **5. Report- Evaluation of the Effectiveness of the Risk Management Plan**

The Quality Assurance Department will prepare the Evaluation of the effectiveness of the Risk Management Plan Report:

1. Introduction
2. Risk Audit
3. KPI Analysis
4. Summary

## **6. Risk Review Frequency**

City University Ajman recognizes that a periodic review is vital to ensure the risk management plan remains pertinent. As described above, the analysis of the effectiveness of the RMP report shall be submitted annually to the President.

Document History

*Approved: President, Nov 2020*

*Approved: President, Sep 2023*

**Policy Title:**

**1.i Multiple Campus Coordination**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

GM01IPO-01

**Responsible:**

Board of Trustees, President

---

City University Ajman has only one campus location in Ajman and does not require multiple campus coordination at this time.

**Document History**

*Approved: Board of Trustees, Nov 2014*

**Policy Title:**

**1.j Campuses of UAE Institutions in Other Countries**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

GM01JPO-01

**Responsible:**

Board of Trustees, President

---

The City University Ajman is located on a single campus and has no branch campuses in other countries.

**Document History**

*Approved: Board of Trustees, Nov 2014*

**Policy Title:**

**1.k Branch Campuses of Foreign Institutions**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

GM01KPO-01

**Responsible:**

Board of Trustees, President

---

The City University Ajman is located on a single campus and has no affiliation with foreign institutions.

**Document History**

*Approved: Board of Trustees, Nov 2014*

**Policy Title:****1.1 Document Management Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** GM01LPO-01**Responsible:** President Office, QAIE

---

**Purpose**

This Policy establishes standards for document management across all of the University's functions and operations and ensures the development, maintenance, and disposal of documents, appropriately, taking complete account of the operational needs.

The purpose of this Policy is to:

1. Ensure that documents created with the University's operations are being managed and maintained appropriately.
2. Enable the document's content to be accessed, used, and reused in a controlled and efficient manner.
3. Ensure that documents are compliant with all regulatory requirements.

**Scope**

This Policy applies to all Faculty and Staff members of the University.

The Policy applies to all documents held in any format.

**Policy statement**

1. The related department manager should first approve new or revised final draft documents, then from the directorate of Quality Assurance and Institutional Effectiveness, and finally from the Vice-Chancellor or President's office.
2. Policies and procedures document or any document under City University Ajman Should be reviewed at least every three years or on-demand as needs emerge.
3. Any document should be identified as version 1 when it is a new document or changes the type. For any significant modification or correction, the following consecutive number should be considered in the version number. In addition, for any minor modification, the decimal point with the integer of the version should be considered, such as the 1.1 version or 1.2 version, etc.
4. The document format and template should be in the form provided by the City University Ajman. The document's cover page must have at least the City University Ajman official logo, document title, version number, date created, and date approved.
5. An electronic version of the document is placed on the City University Ajman website where required and appropriate.



6. Approval should be given for the document, which has a suitable format and content. The content must have references, and the University must approve the template.
7. The authors and reviewers shall consider any external or internal comments from evaluators to the document, leading to a document review.
8. Final copies of formal documents (such as policies or minutes) must be saved in PDF format.

**Document History**

*Approved: Board of Trustees, Nov 2021*

## 2. Quality Assurance

**Policy Title:**

**2.a Quality Assurance and Institutional Effectiveness Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

QA02APO-02

**Responsible:**

Quality Assurance & institutional Effectiveness Department

---

### Policy Statement

This policy explains the role of Quality Assurance and Institutional Effectiveness (QA&IE) in achieving the University mission and strategic goals.

### Purpose

To establish the role of QA&IE to achieve the University mission and strategic goals.

### Definitions

#### Quality Assurance

Quality Assurance is “An ongoing systematic, structured process of monitoring, assessing, assuring, maintaining, and improving student success and employability”

#### Institutional Effectiveness

Institutional Effectiveness is the process by which the University measures the degree of meeting its mission and strategic goals.

#### QA&IE Structure

Director, Deputy Director, and QA Officers.

#### QA&IE Reporting Line

The QA&IE Office reports to the President, or by delegation of authority to the Vice Chancellor

#### QA&IE Responsibilities

1. To ensure the implementation of effective and efficient teaching and learning practices and improve student success and employability by continuously observing, detecting, and evaluating internal and external data from various academic and administrative processes, measured by quantitative and qualitative assessment tools.

2. To ensure the achievement of Learning Outcomes at the course and program levels.
3. To ensure that City University Ajman complies with the CAA and QFEmirates Framework.
4. To satisfy the requirements of international accrediting agencies such as AACSB and ACPE.

### **Compliance and Accreditation**

The QA&IE Department plays an advisory role to all departments and ensures that teaching, learning, enrollment, faculty hiring, and other activities are in compliance with the CAA Standards. In addition, the QA&IE prepares and reviews all accreditation documents in collaboration with academic and administrative departments.

### **Institutional Research**

In the context of Institutional Research (IR), the QA&IE designs instruments, collects data from various processes, analyzes them, and reports the results to support the decision-making at both the department and institutional levels.

### **Institutional Effectiveness Evaluation**

With regard to the institutional effectiveness evaluation, City University Ajman will adhere to the CAA Standards and requirements as stipulated in the CAA Standards, as follows:

- a. City University Ajman is committed to the self-evaluation of progress towards its overall goals and objectives along with those of its educational and administrative units. These goals and objectives emanate from the City University Ajman vision and mission statements. Furthermore, all the goals and objectives of the academic and administrative units within the University are derived from this source as well.
- b. The Quality Assurance and Institutional Effectiveness Office (collectively known as QA&IE) coordinate the efforts of the University to evaluate progress toward the achievement of institutional goals and objectives. It documents and reports the effectiveness of the University in both academic and administrative support areas.
- c. This office serves as an advisory resource, guide, and facilitator to the managers responsible for evaluating progress toward achieving unit goals and objectives and documenting its effectiveness. It also provides the results of institutional research that is integral to City University Ajman's planning and evaluation efforts. Institutional research is a key component of institutional effectiveness at City University Ajman.
- d. City University Ajman uses qualitative and quantitative assessment methods to determine its institutional effectiveness.

### **Program Assessment**

QA&IE supervises and coordinates the assessment activities that each academic and administrative department in the University conducts to continually improve the quality of education and services. The assessment will include all degree programs offered by the University, Admission and Registration, Student Affairs, HR, Accounting, Library, and other supporting services. Department faculty assess the processes developed through their planning efforts to improve student learning, enhance the impact of research and scholarship in the academic discipline, and to connect service activities with the needs of City University Ajman, its faculty and staff, and the community at large. The assessment will reveal if planning by academic units is aligned with the University Strategic Plan, Program Learning Outcomes, and other specified measures.

### **Procedures**

The QA&IE Office initiates the assessment process and prepares the format for items used during the program assessment.

After consulting with the Effectiveness and Assessment Committee, the QA&IE Office coordinates with the Vice Chancellor, Deans, and Program Heads to plan for data collection from all stakeholders. For additional details on the assessment process, see the *Institutional Effectiveness Manual and the Quality Assurance Manual*.

QA&IE collects and analyzes the data and forwards the detailed reports to the President and Vice Chancellor with copies to the Dean, Program Heads, and the various administrative support unit managers.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Procedure Title:****External Reviewer for Academic Program Quality and Effectiveness****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** QA02C2PR-01**Policy Reference:** QA02CPO-01**Responsible:** Director, Quality Assurance & Institutional Effectiveness

---

**Purpose**

External Examiners for the continuous improvement of the academic program quality is a structured approach used by institutions offering education related to the program to ensure the program's ongoing assessment, feedback, and rigorous evaluation and enhancement. External Examiners are individuals external to the institution, typically experts in the academic or pedagogy field, who objectively assess the program's quality and standards. They play a crucial role in this process by providing an impartial and external perspective on the quality of the academic program. External Examiners play a vital role in maintaining the academic standards and integrity of the academic program. Their feedback and recommendations play a crucial role in driving continuous improvement efforts. Typically, these external examiners may be engaged as program advisory council members, assess assessment mechanisms, review sample student examination papers, evaluate student performance in the laboratory/clinics, and other program-related documents as needed to determine the overall program effectiveness.

This procedure elaborates on the objective, the roles, and the engagement of external examiners in any academic Program at City University Ajman.

**Scope**

This procedure applies to all External Examiners who are external to City University Ajman and are formally engaged by the university.

**Procedure**

CUA engages experts as external examiners in various capacities to evaluate the quality and effectiveness of an academic program at CUA and provide recommendations for its improvement.

Roles and Responsibilities of External Examiners may be:

The External Examiners may contribute to one or more of the following responsibilities:

1. Examination Rigor and Mechanism: External Examiners are invited to review the evaluation of student performance related to program outcomes and student competency. For this purpose, they will:
  - a. Review the evaluation of the examination mechanisms.
  - b. Review sample examinations, clinical reports, competency achievement marks, and clinical observation feedback.
  - c. Provide a formal report to the faculty of the course and the Dean of the College as per the contract with specific recommendations for improvements as necessary.
  - d. As needed, and to the extent to which the course allows, evaluate student competency through assessment strategies such as but not limited to direct laboratory observation, clinical observations, clinical case presentation, or oral examination.
2. Program Improvement: External Examiners may provide valuable insight for program improvement:
  - a. As members of the Program Advisory Council, they can actively participate and contribute during advisory board meetings, provide guidance, and share expertise.
  - b. External Examiners can provide suggestions to the Deans for further deliberation in the program level meetings leading to program improvements.
3. Quality Assurance: External Examiners are expected to ensure compliance with national and international standards related to the program.

To select an External Examiner:

1. The Dean of the College recommends an External Examiner to be a program advisory committee member, whom the Vice Chancellor and the President must approve before formal engagement in this role.
2. The Dean of the College and the Leading faculty of a course recommend External Examiners to assess the content and the mechanism used to evaluate student achievement of competencies, whom the Vice Chancellor and the President approve before formal engagement in this role.

The External Examiner contributions are considered for:

1. Program Review: All recommendations that External Examiners provide are considered by the Dean of the College and the course-leading faculty for program improvements in curriculum design, instructional delivery, assessment, technology integration, faculty development, and resource enhancement.
- b. Program Improvement: The Dean of College and course leading faculty

- i. Develop an action plan based on the External Examiner report for necessary improvements and modifications.
- ii. Submit the action plan for necessary course change or program change approval process.
- iii. Implement all approved recommendations for improvements for a course during the next time the course is taught and for a program during the next academic year.

The Dean of the College and the course-leading faculty periodically evaluate the External Examiner's Involvement and effectiveness. The assessing team makes necessary recommendations for continued engagement.

The hiring and compensation of the External Examiner will be based on the CUA hiring policies and procedures and is managed through the Human Resource Department.

#### **Document History**

Approved: President, August 2023

**Policy Title:**

**2.b Planning Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

QA02BPO-03

**Responsible:**

Quality Assurance & institutional Effectiveness Department

---

**Policy Statement**

1. The QA&IE Department shall be responsible for facilitating the Strategic Planning, Operational Planning, and preparing annual reports at the University in coordination with the different academic and non-academic units.
2. This policy covers long-term strategic planning, short-term operational planning, and the City University Ajman Strategic Plan review and revision.
3. Review of the Mission and Vision Statements shall be every two years.
4. The City University Ajman Strategic Plan shall be for five years and annually cascade into Tactical Operational Plans (TOPs) of the units. The QA & IE department will monitor and review the accomplishments against strategic initiatives every year.
5. Each unit within the University shall prepare a Tactical Operational Plan (TOP), which QA&IE will review every semester.
6. QA&IE Department will monitor and assist to the extent desirable with data and research to generate self-critical analysis reports.

**Procedures**

City University Ajman 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 University based on a posture of *resistance* (a potential threat) or *support* (a favorable opportunity).
2. Relevant stakeholders should be a part of this phase. [See Tables 1 and 2]
3. A stakeholder is any person, group, or organization, inside or out, that the University 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 City University Ajman organization structure.
2. Analyze internal activities required to meet the *CAA Standards*. [See Table 2]
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 City University Ajman and determine if any have a *resistor* posture (weakness--attention required) or *supporter* posture (strength--possible advantage) [See Table 3]

### **SWOT Analysis**

1. Analyze any Strength-Weaknesses-Opportunities-Threats (SWOT) that City University Ajman 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 University and its ability to react and respond to these threats (Table 4).

### **Gap Analysis**

1. Create a table of Current States.
2. Create a 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.

## Tables

### Table1 - Stakeholder Analysis (External Scan)

[illegible]

### Table 2 - Stakeholder Analysis (Internal Scan)

[illegible]

### Table 3: Summary and Analysis - Internal Strategic Factors

| Internal Strategic Factor<br>[1] | Value<br>[2] | Rating<br>[3] | Score<br>[4] | Comments<br>[5] |
|----------------------------------|--------------|---------------|--------------|-----------------|
| Strengths                        |              |               |              |                 |
|                                  |              |               |              |                 |

|            |  |  |  |  |
|------------|--|--|--|--|
|            |  |  |  |  |
|            |  |  |  |  |
| Weaknesses |  |  |  |  |
|            |  |  |  |  |
|            |  |  |  |  |
| Total      |  |  |  |  |

**NOTES:**

1. List Strengths and Weaknesses in Column 1.
2. Assign a value for each factor from 1.0 (most important) to 0.0 (not important) in Column 2 based on the probable impact of that factor on the strategic position of the University. The weights must total 1.00.
3. Rate each factor as 5-Outstanding, 4-Excellent, 3-Satisfactory, 2-Marginal to 1-Unsatisfactory in Column 3 based on the City University Ajman responses to that factor.
4. Multiply the value of each factor by its rating to obtain the score for each factor in Column 4.
5. Use Column 5 for any comments or rationale used for each factor.
6. Add the values of all scores to obtain a total weighted score for the University in Column 4. This shows how well City University Ajman responds to the strategic factors in the internal environment.

**Table 4: Summary and Analysis - External Strategic Factors**

| External Strategic Factor<br>[1] | Value<br>[2] | Rating<br>[3] | Score<br>[4] | Comments<br>[5] |
|----------------------------------|--------------|---------------|--------------|-----------------|
| Opportunities                    |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
| Threats                          |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
|                                  |              |               |              |                 |
| Total                            |              |               |              |                 |

**NOTES:**

1. List Opportunities and Threats in Column 1.

2. Assign a value for each factor from 1.0 (most important) to 0.0 (not important) in Column 2 based on the probable impact of that factor on the strategic position of the University. The weights must total 1.00.
3. Rate each factor as 5-Outstanding, 4-Excellent, 3-Satisfactory, 2-Marginal to 1-Unsatisfactory in Column 3 based on the City University Ajman responses to that factor.
4. Multiply the value of each factor by its rating to obtain the score for each factor in Column 4.
5. Use Column 5 for any comments or rationale used for each factor.
6. Add the weighted scores to obtain a total weighted score for the University in Column 4. This shows how well City University Ajman responds to the strategic factors in the external environment.

Use the information gathered and tabulated above to analyze overall vulnerability which should include any threats, possible consequences of the threats (if ignored), the impact value (from 1 to 10), and possible reactions (from 1 to 10). If desired, construct a basic graph using the information obtained for a visual representation of this analysis. The cumulative results of this process are used during the revision of the University mission, objectives, and Strategic Plan.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, Mar 2020*

### 3. Educational Programs

**Policy Title:**

#### 3.a Program Planning and Development

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03APO-01

**Responsible:** Vice-Chancellor

---

#### Policy Statement

This policy describes the process by which education programs are planned, developed, and approved. It also outlines the process that the University uses to assure itself and its stakeholders that when a new program is proposed, it forms a worthwhile addition to the University's portfolio of programs, advances University's mission is consistent with University's Strategic and Academic Planning and is justified in terms of meeting the needs of employers.

#### Program Proposal

New education programs for development require a Program Proposal, which documents the strategic and business case for the new program, including high-level market research. The Program Proposal outlines the proposed program structure, requirements, and content with supporting rationale. The market research data and recommendations must also be included. The Vice Chancellor is responsible for initiating and authorizing the Program Proposal to proceed through the University Council approval process or may be directed by the University Council to prepare a Program Proposal. The finalized Program Proposal is submitted to the University Council, which will respond with decisions, which may include:

- Approval for program development to proceed;
- Approval for program development to proceed subject to the development of a business plan and/or further considerations of resources and/or further consultation with other support areas;
- Rejection of proposed program development activities.

#### Program Development Process

After approval by the University Council for program development to proceed, the University Council becomes the responsible committee for ensuring and maintaining the quality of each program development process. The Dean of the College is responsible for ensuring that relevant academic staff is given the opportunity to provide input into the program development process. The Dean of the College, in consultation with the College members, will ensure that methodologies are put in place which:

- Provide for appropriate academic input from all relevant areas: from students and graduates, where relevant; and from external stakeholders;

- Ensure a relatively equal mix of both academics and independent industry members (non-faculty).
- Address and meet the requirements of the applicable standards and other external accreditation requirements, where relevant;
- Ensures that resource implications are addressed in parallel with academic developments.
- Ensures that the program can be presented in both a classroom and online environment, especially with regard to the use of virtual and remote labs and the potential remote location of some students and lecturers. In particular, avoiding high risk safety education and training which would require a physical presence of both equipment, students and lecturers;
- Includes a project timetable with specified milestones and deliverables, including documentation required for the approval process and the preparation for implementing the new program or program changes;
- Ensures the program can be implemented according to the planned time frame.

**Policy Title:**

**3.b Program Specifications**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03BPO-01

**Responsible:** Vice-Chancellor

---

**Policy Statement**

The purpose of program specifications is to act as a definitive record of the program, providing its intended aims and learning outcomes and how students will achieve them.

Each program specification will provide a summary of the program, outline the program's aims and learning outcomes, detail the kinds of assessment that students should expect, provide a degree program table for the entire program length, and discuss opportunities provided on the program and outline admissions criteria. Prospective students should feel they can make a well-informed decision about applying to the program from its specification. Current students should be able to refer to the program specification and see their learning journey reflected in the document.

A program specification template is provided to aid in creating a comprehensive and accessible document, enabling consistency in the information provided to current and future students about each program offered by the University.

The Program Specification provides the framework of a degree program and offers complete information on the following:

- Award and title of the program
- Level
- Program aims
- Learning outcomes
- Program curriculum, structure, and features
- Admission criteria
- Support for student learning
- Methods for evaluation and improving the quality and standards of teaching and learning
- Regulation of assessment
- includes the Framework for Higher Education Qualification (QFEmirates) level at which the qualification is located and shows how the overall learning outcomes are aligned with the descriptors in the QFEmirates



**Policy Title:**

**3.c Undergraduate Completion Requirements**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** EP03CPO-02

**Responsible:** Vice-Chancellor

---

**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 Program head, at the request of the Student Advisor, certifies the student has completed all program and University requirements for graduation and consequently recommends the student to confer the appropriate degree.
4. If a failed course has been removed from the curriculum or is an elective. In that case, the student may meet graduation requirements by substituting another course only with the written approval of the Program head.
5. With the written approval of the Program head, 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 University 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 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 (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 hours (194 credit hours), including the University required courses, with a CGPA greater than or equal to 2.00.
2. Successful completion of the required clinical cases during the clinical phase, in addition to the mandatory two months of internal clinical training during Summer sessions

3. Submitting and defending a research project before an academic committee of the College.

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

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

### **3.c Undergraduate Completion Requirements**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** EP03DPO-02

**Responsible:** Vice-Chancellor

---

#### **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 Program Head, at the request of the Student Advisor, certifies the student has completed all program and University 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. In that case, the student may meet graduation requirements by the substitution of another course only with the written approval of the Program Heads.
5. With the written approval of the Program Heads 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 University 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 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.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**3.e Course Substitution.**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

EP03EPO-02

**Responsible:**

Vice-Chancellor

---

**Policy Statement**

Course substitution must be approved by the College Dean and the Vice-Chancellor of the University. Course substitutions will be very limited and must be unique. The University reserves the right to substitute courses whenever necessary and in the best interest of the students or the University. Course substitutions may not exceed 25% of the credit hours required for graduation.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**3.f Joint Degree Programs**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

EP03FPO-01

**Responsible:**

Vice-Chancellor

---

Currently, City University Ajman does not offer joint degree programs.

**Policy Title:****3.g Distance Learning****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** EP03GPO-03**Responsible:** Vice-Chancellor

---

**Purpose**

Pursuant to the Ministry of Education, in conjunction with the Ministry of Health and Prevention efforts to follow up on the preventive and precautionary measures in Higher Education Institutions and to achieve UAE vision of sustainable education, education continuity, and implementation of the technology in the educational process to ensure a healthy educational environment, City University Ajman has initiated its distance and online learning endeavor. This is for City University Ajman to ensure the educational process continuity and confirm its readiness for the e-learning process, including the educational content and electronic platforms used.

**Policy**

City University Ajman (CUA) will adhere to the following policy on e-learning in alignment with the following standard of the Commission for Academic Accreditation that states:

3.11.4 courses and programs offered through distance learning modes apply international best practices used in e-learning and comply with the requirements of *Annex 15: Courses Taught Through e-Learning*.

**1. Planning**

City University Ajman shall maintain and implement a BOT-approved e-learning strategy that:

- a. will identify the role of e-learning in the institution's short-term and long-term strategic plans, and its alignment with its educational mission.
- b. will be reviewed annually to ensure continuous improvement.

**2. Support Sites for Campuses of UAE Institutions in Other Countries**

City University Ajman shall not use any support sites outside the UAE.

**3. Learning Resources**

City University Ajman shall:

- a. develop and maintain an e-learning environment, consisting of a learning or course management platform, related communications tools, and support resources/services, which is adequate to meet the demands of its e-learning programs and courses, and of the faculty members and students involved in e-learning;
- b. maintain sufficient internet bandwidth, server capacity, and staff to support the operation of the e-learning environment;
- c. provide training to faculty, staff, and students involved with e-learning programs and courses in the operation of the e-learning platform;
- d. ensure that faculty members teaching e-learning courses have the necessary equipment, software, communications tools, and internet connectivity and bandwidth to develop and deliver the courses they teach and to communicate with students;
- e. provide sufficient technical support to students and faculty to ensure the effective delivery of e-learning programs and courses;
- f. ensure that all e-learning students have access at all times to the e-learning environment and to the library and other learning resources accessible through it.

#### **4. Learning Environment**

City University Ajman shall:

- a. develop and implement an annual short- and five-year long-range plans for the evaluation of performance, upgrading, and enhancement of the e-learning environment;
- b. Annually provide an equipment and software replacement plan and associated budget for the e-learning environment.

#### **5. Budgeting for Programs**

City University Ajman shall ensure that the e-learning efforts relating to academic programs and courses are fully and transparently budgeted, including anticipated revenues and expenditures.

#### **6. Program and Course Delivery**

City University Ajman shall:

- a. ensure that programs and courses delivered face-to-face or through e-learning/blended learning have the same learning outcomes, and require equivalent rigor and quality of student performance;
- b. ensure that all full-time and part-time faculty provide coordinated access to e-learning students. All access methods are clearly mentioned in the Learning Management

System course site and within the course syllabus. Such communications can be explicit and must include a combination of the following engagement strategies:

- email response within 24 hours
  - Scheduled Live chat
  - Discussion board
  - Online applications
  - Other approved by City University Ajman
- c. ensure that all students enrolled in e-learning courses, regardless of their geographical location, benefit from effective access to learner support including:
- online registration as an in-house application (web and mobile)
  - academic advising
  - online tutoring through
- d. assure the integrity of student work in the e-learning environment and limit the possibility of fraud and academic dishonesty by:
- limited residency requirements,
  - proctored examinations and
  - other effective best practices of authenticating student work;
- e. ensure that sites used as examination centres have rigorous measures in place to:
- a. ensure the authenticity of the test taker;
  - b. maintain the security of the test;
  - c. employ up-to-date administrative measures and technological advances to prevent fraud and cheating;
- f. maintain appropriate class sizes (student/faculty ratios) in e-learning courses to ensure the effective participation of all students and for interaction among students and between students and faculty;
- g. evaluate the effectiveness of e-learning programs and courses according to their program of institutional research;
- h. not engage any partner institutions or other organizations to offer any e-learning program or course.
- i. Provide Study Skills and English courses through E-learning for UAE school students to prepare them to join higher education.

## **7. Faculty**



City University Ajman shall:

- a. ensure that full-time and part-time faculty teaching in e-learning programs meet the requirements of *CAA Standard 5* in relation to their qualifications, training, and experience;
- b. ensure that a program delivered by e-learning has core faculty and support staff who are resident full-time employees;
- c. ensures that decisions concerning e-learning curricula and program oversight involve faculty who are qualified both academically to teach the subject and technically through e-learning skills;
- d. provide faculty with support in instructional design and development of course materials, including, as appropriate, graphic designers, multimedia specialists, programmers, librarians, and others;
- e. communicate to faculty the expectations for faculty engagement relating to online teaching and student support;
- f. if necessary, adjust faculty members' workload appropriately to account for time spent in developing and delivering e-learning courses or program materials and in online interaction with students;
- g. provide opportunities for professional development for e-learning faculty, focused on advances in e-learning pedagogy and technology;
- h. ensure that e-learning faculty located off-campus participate in developing and evaluating e-learning programs and courses.
- i. The faculty is engaged in continuous training pertaining to instructional design, assessment, course delivery and course material (where applicable).

## **8. Staff**

City University Ajman Staff shall:

- a. Conduct audit processes to ensure adequacy and maintenance of the University's resources related to distance learning
- b. Monitor faculty engagement in Distance Education at City University Ajman, the institutional Learning Management System for pedagogy, communication, and assessment of student performance.
- c. Conduct necessary professional development sessions on Moodle, Zoom, Respondus, Turnitin, and more, for the faculty, students, and supporting staff through workshops, training, and tutorials for Distance Learning.
- d. Conduct surveys to evaluate the effectiveness of e-learning programs and courses.

- e. Review distance learning content to ensure compliance with copyright, licensing, or other requirements
- f. Explore, benchmark, and suggest new technologies and techniques that may enhance the Distance Learning Unit.
- g. Provide necessary support services to assist students with a seamless transition to an e-learning environment at City University Ajman.
- h. Audit the technical or logistical support to users of distance learning classrooms, equipment, websites, or services.
- i. Generate comprehensive institutional Effectiveness reports for Distance Learning at City University Ajman.
- j. Recruit appropriate personnel to strengthen the Distance Learning Unit.

## **9. Preparation for Courses**

For students enrolled in the e-learning courses, City University Ajman shall provide instruction or training on information technology skills to succeed in the course.

## **10. Admission to Programs**

For all programs or courses wholly or partly delivered by e-learning, City University Ajman shall ensure that:

- a. students entering the programs are informed of the nature and potential challenges of learning in an online environment;
- b. students are evaluated to determine whether they have the necessary information technology skills to succeed in an e-learning program;
- c. students are informed as to the minimum requirements for hardware, software, and internet connectivity for the program or course;
- d. students are informed of the expectations for their participation in the program's or course's online community of learners, including interacting with other students and with faculty or tutors, and the channels through which interaction take place;
- e. students are aware of the library and other learning resources available to e-learners and, as necessary, receive training in their use;
- f. students are aware of all support services relevant to e-learning available to them, including tutoring, academic advising, and financial aid;
- g. students are informed as to what portions of the program require their physical presence, including face-to-face course meetings, tutorials or help sessions, field activities, and examinations, and the date, time, location, and arrangements provided for these.

## **11. Student Records**

- a. City University Ajman has appropriate security measures to protect the integrity and confidentiality of student data, all course data and analytics within the e-learning platform, and student information maintained within the comprehensive e-learning environment.
- b. The registrar's office is responsible for placing a note on a student's transcript that indicates the courses that were offered via E-learning mode.

## **12. Student Services**

City University Ajman shall:

- a. make all its student services, including career planning services, available to students enrolled in e-learning programs and courses, adapted when necessary to students' local context;
- b. ensure that students enrolled in e-learning programs and courses can access institutional publications, including the *Catalog* and *Student Handbook*, and official institutional communications from the administration;
- c. invite students enrolled in e-learning programs and courses to participate in campus events, student activities, and student clubs or organizations.

## **13. e-Learning Manual**

City University Ajman shall maintain an *e-Learning Manual* to include:

- a. an organization chart illustrating the responsibility for e-learning programs and courses, including materials development, program delivery, learner support, and evaluation;
- b. a statement of faculty roles and responsibilities in the development and implementation of e-learning programs and courses;
- c. information on the mode of delivery adopted by the institution for e-learning programs and courses (e.g., wholly online or blended mode; synchronous or asynchronous interaction among learners; media used for course delivery);
- d. procedures and processes relating to the continuous development of e-learning materials for the institution, including overall project management, instructional design, content creation, design of assessments, etc.;
- e. assessment policies relating to e-learning focused on maintaining the integrity of student work in the e-learning environment;
- f. characteristics of the e-learning environment, including both its hardware and software components;

- g. the location of physical sites established to support the delivery of e-learning programs and courses;
- h. information on the systems and procedures for security of testing and authentication of examinees;
- i. copyright and intellectual property policies relating to e-learning materials developed by or for the institution.

#### **14. Copyright, Patent, and Ownership**

- a. Ownership of materials, faculty compensation, copyright issues, and the utilization of revenue derived from the creation and production of software, e-Learning courses, or other media products shall be agreed upon by the faculty and the University in accordance with DLU.
- b. City University Ajman has a significant interest in ensuring that all copyrighted material is protected and that the rights of copyright holders and creators of intellectual property are respected and maintained.
- c. It is the policy of the City University Ajman to use all information technologies in a manner consistent with federal laws governing copyright protection.

#### **15. Distance Learning Unit**

The Head of the Distance Learning Unit carries out operating policies and procedures with a focus on online course development, faculty training and mentoring, and multi-media and production services supporting online instruction at the University. The staff for DLU report directly to the Head of Distance Learning. The head works collaboratively with the head of program departments to develop new and revise current online courses. The Head researches and works with the head of program departments to help design online degree programs to build the distance education offerings. The Head coordinates projects as well as tracks and reports on project status. The Head promotes teamwork and provides leadership, innovation, and delivery of consistent, quality products within established timelines.

- a. Distance Learning Head Duties and Responsibilities:
  - Coordinates and provides leadership and planning for the University's distance learning programs.
  - Supervises other staff members in the Distance Learning Unit.
  - Assists in developing and maintaining the University's web resources related to distance learning and online tutorials.
  - Works individually with faculty members to stimulate, guide, and assist those who wish to use technology to improve the effectiveness of instructional media, particularly within the Moodle online courseware platform.

- Offers workshops, training, and tutorials for online curriculum and continuing education students.
- Explores new technological concepts and techniques that may benefit instruction.
- Suggest the resources and programs of the University to the community through technology.
- Works cooperatively as necessary with the Vice President.

b. Distance Learning Deputy Head Duties and Responsibility

The Deputy Head for the Unit for Distance Education assists the Head in the overall administration and operation of online education at City University Ajman. Promotes distance learning initiatives. Report directly to the Head of the Unit for Distance Education.

- Supervises other staff members in the Distance Learning Unit.
- Evaluate online courses using the established assessment tool and provide support and guidance in the form of actionable tasks to the developer or content specialist.
- Facilitate the audio and video recording, editing, and distribution of lectures, course-related events, and seminars.
- Facilitate professional development addressing course development and the use of web-based technologies which enhance online learning.
- Other duties as assigned.

c. Distance Learning Unit Duties and Responsibilities

**Distance Learning Unit Responsibilities**

| <b>Unit Member</b>     | <b>Responsibilities</b>                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HR and Admin member    | <ol style="list-style-type: none"> <li>1. Provide suggestions for equipment or services in accordance with distance learning plans and budget constraints.</li> <li>2. Select, direct, and monitor the work of vendors that provide products or services for distance learning programs.</li> </ol>                                                                                                                             |
| Faculty representative | <ol style="list-style-type: none"> <li>1. Communicate to faculty and students' availability of, or changes to, distance learning courses or materials, programs, services, or applications.</li> <li>2. Assess distance-learning educational needs and goals.</li> <li>3. Train instructors and distance learning staff in the use or support of distance learning applications, such as course management software.</li> </ol> |

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IT and UMS members   | <ol style="list-style-type: none"> <li>1. Troubleshoot and resolve problems with distance learning equipment or applications. (IT)</li> <li>2. Provide technical resources, such as course management and videoconferencing systems, networking, and webcasting, for distance learning programs.</li> <li>3. Direct and support the technical operation of distance learning classrooms or equipment.</li> <li>4. Write and submit proposals to secure funding for distance learning programs.</li> <li>5. Communicate technical or marketing information about distance learning via podcasts, webinars, and other technologies.</li> <li>6. Review distance learning content to ensure compliance with copyright, licensing, or other requirements.</li> <li>7. Evaluate the effectiveness of distance learning programs.</li> <li>8. Provide technical or logistical support to users of distance learning classrooms, equipment, web sites, or services.</li> </ol> |
| QA department member | <ol style="list-style-type: none"> <li>1. Develop distance learning program goals or plans, including quality assurance and course offering plans.</li> <li>2. Assess distance-learning educational needs and goals.</li> <li>3. Prepare reports summarizing distance learning statistical data.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

**Document History**

*Approved: Board of Trustees, March 2020*

*Revised and Approved: Board of Trustees, Nov. 2020*

*Revised and Approved: Board of Trustees, Mar. 2022*

**Procedure Title:**

**3.g.1 E-Learning Strategy, Learning Resources, and Learning Environment**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03G01PR-01

**Policy Reference:** EP03GPO-02

**Responsible:** President, Vice-Chancellor

---

**Procedure**

**E-Learning Strategy**

1. The Chairperson of the Distance Learning Committee will be responsible for developing and implementing the e-learning strategy.
2. The Distance Learning Committee will review the e-learning strategy annually and submit the revised version to the Vice-Chancellor for further action.
3. The Vice-Chancellor will recommend the e-learning strategy to the President for recommendation to the BOT
4. The President will submit the e-learning strategy to the BOT for approval.
5. Once approved by BOT, the e-learning strategy will be disseminated by the Office of President for implementation.

**Learning Resources**

- a. E-Learning resources at City University Ajman consists of the following:
  1. **Zoom for education** for online classes between faculty and students, audio video conference, screen sharing, presentation sharing, chat, file sharing, lecture recording etc. are the facilities available with this tool, list of participants for each last can be downloaded and used as an attendance and faculty can update attendance in faculty portal for students
  2. **Google classrooms and Email** service for course material, assignment submission, quiz etc.
  3. **Moodle** implementation for LMS
  4. **UMS Students and faculty** portal is used for student attendance and student services, and faculty can send invitations from the faculty portal to students to join zoom classrooms

5. For e-library resources, students can access resources from <http://library.cuca.ac.ae/> EBSCO, and al-Manhal resources are integrated with the library management system
  6. Microsoft teams are our backup solution in case we face issues on zoom for education
- b. Hardware and Network Capacity for the e-learning environment is key to a successful e-learning delivery.:
1. City University Ajman will maintain:
    - i. Two 250 Mbps DSL lines
    - ii. One 10 Mbps leased line with a dedicated connection.
  2. The IT Department carries out robust testing with these lines was done using various applications and
  3. Faculty members test the connections with various scenarios to include multiple locations (on and off-campus)
  4. The IT department will monitor the bandwidth utilization and maintain a contractual agreement with the supplier to increase it on demand.
- c. It is essential to provide training to faculty, staff, and students involved with e-learning programs and courses in the operation of the e-learning platform. The training program will be managed as described below.
1. The IT department will manage, coordinate, and provide the necessary training provided by the software vendors as well as in-house experts.
  2. Training videos are uploaded to the City University Ajman website, City University Ajman YouTube channel, and City University Ajman social media channels in both English and Arabic.
  3. IT staff will coordinate to provide further guidance upon request, managed via an online portal. Students and faculty send email requests for support, and the IT team responds to their inquiries in a timely manner.
  4. Attendance at the training sessions is maintained.
  5. For the training sessions, participant surveys are conducted, results are analyzed, and recommendations for improvements are made.



- d. In order to ensure that faculty members teaching e-learning courses have the necessary equipment, software, communications tools, and internet connectivity and bandwidth to develop and deliver the courses they teach and to communicate with students City University Ajman will:
1. Ensure that all applications are available online and easy to access from anywhere with standard internet connectivity. Currently, City University Ajman provides the following applications:
    - i. G-suite for education – A cloud-based email service where faculty and students communicate.
    - ii. Google classrooms – A cloud-based service for faculty to share course material and submit assignments.
    - iii. Zoom for education – A cloud-based service where faculty deliver online classes using built-in features such as audio-video conference, screen sharing, presentation sharing, chat, file sharing, and lecture recording. The application allows faculty to download a list of participants for attendance and
    - iv. UMS system for students and faculty (Students and faculty portal for course details and attendance reports, and students' services)
  2. All faculty members are provided with a desktop system (i7 processor, 8GB Ram, 500 GB HDD) with windows 10 operating system or a laptop with comparable specifications (if needed) and
  3. All faculty members are provided with Microsoft Office suite (MS Office, MS Excel, MS PowerPoint, MS outlook, adobe acrobat reader, VLC player, WinRAR, antivirus) software
  4. The e-learning service is supported by existing internet connectivity of 100 Mbps local network and 500 Mbps shared speed with all faculty and staff in offices
- e. Technical support to students and faculty to ensure the effective delivery of e-learning programs and courses is essential for a successful e-learning program. City University Ajman will ensure such support as described below:
1. The IT Department coordinates all necessary technical support training.
  2. Professional trainers (Zoom professional trainers conduct online training sessions with faculty members) provide training sessions on technical support online both in English and Arabic.
  3. Video tutorials and guidelines are sent over the email to all faculty and students

4. Video tutorials are also published on the City University Ajman website and City University Ajman 's official YouTube channel
5. The IT support team receives training to support students and faculty over the internet and phone with relevant materials and guidelines to train faculty and students on how to use the Zoom application.
6. Students or faculty members with technical issues can contact IT support via email.
- f. All e-learning students must have access at all times to the e-learning environment, and libraries and other learning resources are also accessible through it. City University Ajman will ensure this as described below:
  1. To ensure 99 % uptime, City University Ajman will maintain
    - i. Internet connection redundancy with two DSL connections and one leased line,
    - ii. fail-proof security under two firewalls in active and passive modes for automatic activation in case of failure of one.
    - iii. Network access redundancy by deploying two redundant core switches, which serve as the backbone for the network.
  2. For routine maintenance:

City University Ajman recognizes that in an e-learning scenario, faculty and students continue accessing information, asking questions, posting on discussion boards, and uploading assignments. Therefore, to minimize interruptions:

    - i. The users are notified preferably 24 hours in advance with a reminder an hour before the start of the routine maintenance.
    - ii. The backup process is verified to ensure continuity.
  3. For emergency maintenance
    - i. The users are notified immediately as the interruption is noticed with a regular update regarding the progress made to recover the services.
    - ii. City University Ajman will use the user emails for notification purposes as the service is available through cloud-based Google services.

## **Learning Environment**

- a. The IT Department will be responsible to
  1. develop and implement annual short- and five-year long-range plans for the evaluation of performance, upgrading, and enhancement of the e-learning environment.

2. provide an equipment and software replacement plan and associated budget for the e-learning environment annually.

### **E-learning infrastructure**

The introduction of an e-learning program imposes new requirements for the institution to provide online administrative services and a technical infrastructure designed to provide secure services accessed by users outside an institutional firewall. New infrastructure should be put in place, and only designated persons will be authorized to have access and provide support as described below:

- a. Technical Assistance: Distance Learning Unit (DLU) and IT department will provide technical assistance for eLearning staff and users at the three main stages, i.e., production, delivery, and access.
- b. Software/Hardware: The University will provide software and hardware options suitable for e-learning users where possible.
- c. IT Network Management and Infrastructure: The University provides good internet bandwidth, which facilitates improved and efficient access throughout the campus. The IT network will support the e-learning website sharing selected World Wide Web materials.

### **Training of Faculty and Staff**

Distance Learning Unit (DLU) will provide relevant and timely support, information, and training to enhance the learning experience by removing the barriers of both time and place. DLU regularly offers a wide range of workshops, discussion groups and other training opportunities in e-Learning and technology skills. Faculty who teach or plan to teach e-Learning courses are encouraged to attend those training sessions necessary to acquire the pedagogical knowledge and technological skill set required for quality e-Learning.

### **Budgeting**

In order to support the e-learning efforts:

- a. The Office of Vice-Chancellor will provide a detailed budget relating to the academic program as part of the annual budgeting process.
- b. The IT Department will provide a detailed budget for the e-learning infrastructure as part of the annual budgeting process.
- c. The Finance Department will be responsible for submitting a negotiated budget for e-learning efforts as part of the annual budgeting process to the President.

**Document History**

*Approved: President, Nov 2020*

**Procedure Title:**

**3.g.2 Program and Course Delivery, Student Services, and Student Support**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03G02PR-01

**Policy Reference:** EP03GPO-01

**Responsible:** President, Vice-Chancellor

---

**Procedure**

**Program and Course Delivery**

City University Ajman must remain focused on the process of programs and course delivery through e-learning platforms.

- a. The Office of Vice Chancellor will ensure that programs and courses are delivered face-to-face or through e-learning/blended learning
  - 1. have the same learning outcomes, and
  - 2. require equivalent rigor and quality of student performance.
- b. In coordination with the IT Department, the Enrollment Department will ensure that all full-time and part-time faculty can provide coordinated access to e-learning students. To that end, City University Ajman will use the following engagement strategies:
  - 1. email response within 24 hours
  - 2. Scheduled Live chat
  - 3. Discussion board
  - 4. Online applications
  - 5. Other approved by City University Ajman
- c. The Enrollment Department will ensure that all students enrolled in e-learning courses, regardless of their geographical location, benefit from effective access to learner support including:
  - 1. Online registration as an in-house application (web and mobile) - The registration process for a student enrolled in distance learning courses is equivalent to the procedures used for traditional classroom courses. All established policies and procedures pertaining to registration, drop/add, withdrawal, etc., are applicable to

distance learning courses. The student can register online through a student portal or mobile app from around the world.

2. Academic advising - Students have access to all services online, including academic advising. All students are assigned to academic advisors. They can schedule virtual meetings with them through the Zoom application, and the advisors can assist their students in course selection at the time of registration. Academic advising module is available at student portal and mobile app
3. online tutoring through - Online classes are conducted through Zoom platform in collaboration with Moodle LMS. The students must attend the live classes, and they can get access to the shared material by their professors, such as course material and assignments.
- d. The Office of Vice-Chancellor will be responsible to assure the integrity of student work in the e-learning environment and limiting the possibility of fraud and academic dishonesty by:
  1. limited residency requirements for the student to be present on campus for presentation, assessment, and oral examinations as necessary.
  2. proctored examinations and
  3. other effective best practices of authenticating student work;
- e. The Office of Vice Chancellor will be responsible to ensure that sites used as examination centers have rigorous measures in place to:
  1. ensure the authenticity of the test taker;
  2. maintain the security of the test;
  3. employ up-to-date administrative measures and technological advances to prevent fraud and cheating;
- f. City University Ajman will apply
  1. The Office of Vice Chancellor will be responsible to ensure that City University Ajman maintains appropriate class sizes (student/faculty ratios) in e-learning courses to ensure
    - i. the effective participation of all students, and
    - ii. for interaction among students and
    - iii. between students and faculty
  2. The QA&IE Department will be responsible to evaluate the efficacy of the e-learning class size
    - i. Evaluating the efficacy of the process by evaluating student performance

- ii. Analyzing the student survey results
- g. The QA&IE Department will be responsible for evaluating the effectiveness of e-learning programs and courses according to its existing institutional research program through both direct and indirect methods.
- h. City University Ajman will not engage partner institutions or other organizations to offer e-learning programs or courses.

### **Adjustments Syllabi to Meet the E-Learning Delivery**

The online syllabus is not differing from its face-to-face counterpart. It follows the same structure as the traditional syllabus. Additionally, it needs to include a greater amount of detail.

- Gives students information about the course assignments and texts.
- Provides a map for the course on the Learning Management System (Moodle).
- Sets up guidelines for class participation and grading criteria.
- Explains the course schedule in detail.

### **Admission**

The success of implementing e-learning depends on the associated admission process for the students. In order to ensure a seamless admission process for the students choosing e-learning, the Enrollment Department shall ensure that:

- a. students entering the programs are informed of the nature and potential challenges of learning in an online environment by:
  - 1. Each new applicant will sign off in a document stating that they are aware of the online classes, and
  - 2. Students will indicate their needs for IT training to be capable of using the IT platforms.
  - 3. Once enrolled, there will be a mandatory e-orientation for all students
- b. students are evaluated to determine whether they have the necessary information technology skills to succeed in an e-learning program
  - 1. through a general survey to be conducted before admitting any student to evaluate their IT awareness level
- c. students are informed as to the minimum requirements for hardware, software, and internet connectivity for the program or course;
  - 1. through a general survey to evaluate if the student has adequate IT infrastructure for e-learning.

- d. students are informed of the expectations for their participation in the program's or course's online community of learners, including interacting with other students and with faculty or tutors, and the channels through which interaction take place;
  - 1. General e-learning instructions are shared with all students by email, which highlight the ways of interactions and code of conduct
- e. students are aware of the library and other learning resources available to e-learners and, as necessary, receive training in their use;
  - 1. The students already have access to the e-library through the mobile app and students' portal.
- f. students are aware of all support services relevant to e-learning available to them, including tutoring, academic advising, and financial aid;
  - 1. Communications are sent to students about the processes of e-learning, and each new student receives his/her access information to the portal and mobile application after their admission is confirmed.
  - 2. Services such as requests for letters, change major, refunds, and financial aid, are automated and are available in the portal and through mobile apps.
  - 3. Alternatively, students can send requests through email.
- g. students are informed as to what portions of the program require their physical presence, including face-to-face course meetings, tutorials or help sessions, field activities, and examinations, and the date, time, location, and arrangements provided for these.
  - 1. City University Ajman announces the dates of distance learning, and regular classes in the Academic calendar, published on the website, are sent to students by e-mail.

## **Student Services**

The Student Affairs Department is responsible for providing necessary support services to assist students in a seamless transition to the e-learning environment at City University Ajman.

- 1. Students are guided to familiarize themselves regarding using the apps and online facilities provided.
- 2. Students get a username and password to access relevant services provided through the UMS, University email, and mobile apps.
- a. Student services, including career planning services, are available to students enrolled in e-learning programs and courses, adapted when necessary to students' local context;
  - 1. Students can contact the Placement Office through the Zoom app, email, and telephone to include:



- i. General email contact is to be made through spo@cuca.ae.
  - ii. Career Advising services are provided through the Zoom app.
  - iii. CV development services are provided through email.
  - iv. Internship documents are facilitated through spo@cuca.ae
- b. Students enrolled in e-learning programs and courses can:
  - 1. access institutional publications, including the *Catalog* and *Student Handbook*, they are available online
  - 2. All official institutional communications from the administration are communicated via email.
- c. To invite students enrolled in e-learning programs and courses to participate whenever possible in campus events, student activities, and student clubs or organizations, the Student Services Department:
  - 1. Communicate regularly with the students through social media and online applications (Zoom).
  - 2. Provides online access to the details of activities provided by the University for students with options to participate.

**Document History**

*Approved: Board of Trustees, March 2020*

**Procedure Title:**

**Development of an action plan to enhance the E-learning environment**

**Procedure Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** EP03G03PR-02

**Policy Reference:** EP03GPO-02

**Responsible:** President, Vice-Chancellor

---

**Procedure**

To provide distance learning courses or programs, City University Ajman will enhance the e-learning environment by

1. Developing high-quality distance learning courses that will allow students to complete their educational goals at a distance.
2. Developing a variety of course offerings in both hybrid and fully online courses across discipline areas.
3. Providing professional development opportunities for faculty interested in developing distance education courses that address both the pedagogy and technical components of distance education.
4. Providing online student services that are equivalent to those available on campus.

**Document History**

*Approved: President, Nov 2020*

**Procedure Title:**

**Practical Courses Assessment via Distance Education**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03G04PR-01

**Policy Reference:** EP03GPO-02

**Responsible:** President, Vice-Chancellor

---

**Procedures for the assessment of courses of a practical nature, such as graduation projects and viva voce exams:**

- The student submits a request to the department to appoint a faculty member to supervise their thesis; a decision is issued from the department's scientific council appointing a supervisor depending on the specialization; the council conducts its sessions through the Zoom application.
- After completing the research proposal, it would be presented to the scientific council through the Zoom application to issue an approval to register the student and approve the proposal, and the student's registration period commenced from this date.
- The program head sends a statement with the names of the students who have been approved by the scientific council of the department to register their master's thesis and the specific subjects for each of them, to the Registration Department, to work on the administrative and financial procedures for the student's registration.
- The student pays the fees electronically through the University accounts.
- The faculty members perform their tasks of academic supervision through meetings on Zoom, the researchers send the prepared parts of the research periodically on the e-mail, it would be reviewed and commented on and sent back to the students.
- At the end of every 6 months, the faculty member prepares a report on the status of the students and the possibility of extending them for another six months.
- The college sends a list with the names of the students who have been approved for extension to the Registration Department.
- After the student is finished with their academic thesis, the faculty member prepares a validity report for the student's thesis discussion. The report is presented to the scientific council to decide on the thesis discussion and appointing the members of the committee to discuss and judge the thesis.

- The thesis discussion is held through the Zoom application, where the student starts presenting his thesis according to the methodology used and then discussed with the committee members.
- After the thesis discussion, student forms are sent to the committee members via e-mail, they would be signed and sent back to the supervisor.
- The student makes the required adjustments -if any- and sends five copies of their thesis to the University's library.
- The faculty member applies for approval of the committee's decision from the scientific committee for the department of Law issuing a decision to grant the student a master's degree in their field of specialization.
- The college sends the Registration Department evidence of the approval of granting the student a master's degree in their field of specialization, to announce the student's results.

**Procedures for the assessment of clinical or placement elements of courses:**

The assessment of clinical or placement elements of courses are held on-site with the physical distancing rules respected.

**Document History**

*Approved: President, Nov 2020*

**Procedure Title:**

**Location of physical sites established to support the delivery of e-learning programs and courses.**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03G05PR-01

**Policy Reference:** EP03GPO-02

**Responsible:** President, Vice-Chancellor

---

**Procedures governing the location of physical sites (e.g. laboratories, clinics) established to support the delivery of the e-learning programs and courses:**

All laboratories of Basic Science courses are organized and follow laboratory management standards and protocols. This includes equipment selection, preventive measures, maintenance of equipment, and troubleshooting procedures and evacuation plan.

The documentation of all essential documents and records have been properly maintained, including a seasonal inventory of all laboratory equipment (manuals/manufacturer operations), chemicals, the MSDS documents provided by the respective manufacturers, and the maintenance of the equipment and repair activities.

For Health science students, City University Ajman started to implement e-learning platforms to be used for theoretical classes and to be on campus for laboratory sessions. To achieve a high standard application, City University Ajman thrives to adopt new policies and regulations through COVID19 pandemic that support a smooth transition into E- learning mode.

1. Theoretical and laboratory sessions are recorded through zoom meeting application.
2. Touchscreens are used to demonstrate the practical to the cohort. These are equipped with cameras and tools to support the e-learning mode.
3. There is strict implementation of social distancing among the students. Only 50% of the laboratory capacity is utilized during practical.
4. 3D reality machine is used whenever possible to reduce the hazards and the contamination of real samples.
5. The experiments of laboratories have been divided into wet and dry labs and wet labs were sometimes replaced by dry labs using proper teaching material i.e. prepared slides, plastinated models and relevant software.
6. Created manual to provide procedures for safety and biosafety in laboratories.
7. Organized safety training and exercises for staff and students that makes them aware of the potential hazards and to apply safety practices and techniques.
8. Policies made available that outline the safety practice to be followed in the laboratories such as:
  - a. Limiting or restricting access to the laboratories without supervision.
  - b. Washing hands at the end of every practical session.

- c. Prohibiting eating and drinking inside of the laboratories.
- d. Prohibiting the use of mouth pipetting.
- e. Using techniques that minimize aerosol or splash production while performing procedures. For that purpose, City University Ajman has installed a biosafety cabinet to be used whenever a potential aerosol or splash creation is existing.
- f. Preventing inhalation exposure by using fume hoods in all laboratories that generate vapor gases, aerosols, dust, or powders.
- g. Decontaminating work surfaces on a daily basis.
- h. Decontaminating all culture stocks and regulated waste before disposal via autoclaving and proper chemical disinfections.
- i. Implementing regular pest control of all the premises in the absence of students.
- j. Laboratory waste management is carried out through separated waste containers labelled by color codes.
- k. Laboratory glassware, needles and other sharp items are being handled carefully to prevent the risk of infection and injury to students, laboratory staff and housekeeping staff. All of these are stored in puncture resistant-leak-proof sharps container.
- l. The use of PPE is mandatory and entry into the labs without them is forbidden.

City University Ajman has built a rigid infrastructure of e-learning system especially for laboratory sessions. The laboratories are equipped with the state of art technology that assure the quality of teaching while the students in campus. The IT team is readily available for any technical issue that arises during the theoretical or practical sessions.

Emergency management and first aid:

- a. Every lab is provided with a first aid kit.
- b. Every lab contains a biological/chemical or multi-purpose spill kit.
- c. Fire extinguishers are available at several locations in the campus. All students are taught how to operate a fire extinguisher in case of fire.
- d. Fire blankets are available inside every laboratory.
- e. Eye wash/Standing shower station is available in every lab. All students have been taught how to use these in case of emergencies.

Physical resources:

The laboratory work spaces have been designed in such a manner that divide the laboratories into areas with different access points which in turn separates operational job from where the biological/chemical samples are prepared. For optimal organization of the laboratories, City University Ajman has considered the following:

- a. Delineation of activities.
- b. Locations for service rooms.
- c. Location of activities with specific requirements such as highly pathogenic microorganisms i.e. the use of safety cabinets.

Human resources:

- a. Lab instructor has been hired to oversee laboratory activities and ensure that safety programs, equipment maintenance, PPE implementation etc. are in place.

**Document History**

*Approved: President, Nov 2020*

**Policy Title:**

**3.h Additional Degree from the Same Institution**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

EP03HPO-01

**Responsible:**

Vice-Chancellor

---

There is no policy on Additional Degrees from the Same Institution.



**Policy Title:****3.i Graduate Research Thesis Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03IPO-01**Responsible:** Vice-Chancellor

---

**Scope**

This policy applies to all research candidates (Students), supervisors, Graduate Affairs Committee, examiners, and any other faculty or administration related to managing a graduate research thesis at City University Ajman.

**Purpose**

To provide precise and clear guidelines and procedures for preparing, supervising, submitting, and examining a graduate thesis.

**Responsibilities****Graduate Affairs Committee**

1. To ensure that the student has satisfied the requirements for developing a thesis.
2. To nominate expert examiners of the thesis to the Vice-Chancellor based on the supervisor's recommendations.
3. To ensure that the nominated examiners are appropriate and that the examination can be carried out without bias or conflict of interest.
4. To ensure that the supervisors' and the external examiner's ranks are Associate Professor or higher.
5. To review the examiners' reports and recommend to the Vice-Chancellor of the examination outcome.

**The Student**

1. The student is responsible for preparing and submitting his/her thesis for examination.
2. The student must ensure that the research described in his/her thesis was completed during the period of enrolment for the degree at City University Ajman and that it is an account of his/her own research.
3. The student must adhere to City University Ajman policies and procedures on academic integrity.
4. The student shall not be allowed to commence the development of his/her graduate thesis if he/she is not in good academic standing.

5. The student shall consult with his/her advisor before selecting the thesis subject and title.

### **The Supervisors**

1. The main supervisor shall be a faculty member of City University Ajman.
2. In some cases, where the area of research is of interest to City University Ajman, there could be an external co-supervisor.
3. The supervisor shall provide the student with formal advice on the progress of his/her thesis throughout the development period.
4. The supervisor shall ensure that the thesis subject is related to the program and of interest to City University Ajman.
5. The supervisor shall provide recommendations to the Graduate Affairs Committee on the nomination of thesis examiners.

### **Thesis Format**

The thesis must be a coherent, scholarly body of work and must meet the following minimum requirements:

1. An introduction that describes the research in relation to the current knowledge in the field.
2. Thesis chapters must be arranged in a logical and coherent sequence, presenting an argument supporting the thesis's main findings.
3. A conclusion summarizes the findings and clearly articulates the new contribution to knowledge in the discipline.
4. A candidate may submit work as part of the thesis that has been published or accepted for publication or manuscripts submitted for publication that contributes directly to their argument and support their findings.
5. In some cases, the candidate may adopt alternative formats for the thesis that suits his/her field of research but must follow the minimum requirement described in items 1,2 and 3.

### **Plagiarism**

City University Ajman encourages researchers to produce work free of plagiarism. The thesis supervisor is expected to use Turnitin to verify plagiarism in the student's work. The following guidelines should be observed:

1. The thesis, when completed, shall be inspected by Turnitin for similarity.
2. The similarity percentage must not exceed 15% and should be in section(s) related to the literature review.
3. If the 15% similarity or higher is in one continuous block of text, it is considered "Plagiarism."
4. The supervisor must ensure that the final version thesis is free of plagiarism and suitable for examination.

### **Examining Committee**

1. The thesis shall be examined by three examiners, including the supervisor and the co-supervisor, if applicable.
2. At least one examiner shall be external to the University.
3. The nominated examiners must:
  - a. Be experts in the discipline, academically reputable in the field of the thesis (except the examiner external to the program), with a significant body of published work, or other publicly recognized output as appropriate for their discipline;
  - b. Hold a qualification at least equivalent to the level of the award being examined;
  - c. Have previous experience in graduate thesis supervision and/or thesis examination; and
  - d. Be willing to serve as the examiner on the Oral Examination Panel if an oral examination has been requested.
4. The identity of approved examiners shall not be revealed to the candidate at any stage of the examination process, including the nomination process.
5. Examiners' identities shall be revealed after the conclusion of the thesis examination.
6. The thesis supervisor shall be the Examining Committee Chair.
7. Once the examination committee have been formed, it can only be changed with the consent of the Vice Chancellor.

### **Examiners Who Cannot Attend**

1. If an examiner cannot attend the defense, he/she must submit their written report and a list of questions to be raised on their behalf to the Graduate Affairs Committee at least two weeks before the defense.
2. The GAC shall select a delegate familiar with the student's field to attend the defense on behalf of the absent examiner.
3. The delegate shall read questions on behalf of the absent examiner at the examination and vote on his/her behalf.

### **Appointment of Examiners**

1. Examiners must be appointed using the appropriate forms and must be approved by the Vice Chancellor and the President.
2. The honorarium amount of the external examiner shall be granted as per the University policy.

### **Change of Thesis Supervisor**

1. In circumstances where a supervisory relationship cannot continue, the candidate may request either an alternate supervisor or an administrative supervisor for defense.
2. Request to change a supervisor should be submitted to the GAC, who will make a recommendation to the Vice Chancellor.
3. Every effort should be made by the program, supervisor, and GAC so that the student is not penalized if a change in supervisor becomes necessary.

### **Thesis Process**

The thesis process consists of 3 stages: Initial Submission, Examination and Defense, and final submission.

The following procedures shall be followed by all graduate programs that have a graduate thesis as part of the completion requirements:

### **General Notes**

1. The thesis format and structure shall follow the scientific structure adopted in the University. A copy of the format and structure requirements are available in the Student Affairs Office.
2. The period required to develop, advise, and defend the thesis shall not exceed the period specified in the program graduation requirement.
3. In some cases, an extension may be granted with the consent of the Vice Chancellor.

### **Initial Submission**

1. After completing his/her thesis, the student shall submit it to the supervisor.
2. Electronic and hard copies shall be submitted to GAC.
3. Turnitin similarity report shall be attached to the thesis.
4. The supervisor shall submit the electronic and hard copies of the thesis to the Graduation Affairs Committee for examination, 6 weeks before the expected date of defense.

### **Examination and Defense**

#### **Examination Criteria**

1. The examiners shall be asked to examine the thesis based the following criteria:
  - a. Does the candidate demonstrate a significant and original contribution to knowledge (relative to the level of the degree being sought)?
  - b. Does the candidate engage with the literature and the work of others?
  - c. Does the candidate show an advanced knowledge of research principles and methods related to the applicable discipline?
  - d. Is there a clarity, coherence in the research, its arguments and conclusions?
  - e. Is the thesis clearly, accurately and logically written?
2. The defense shall occur 6 weeks after the date of the initial submission, and 2 weeks after receiving the examination reports.

3. One member from the Graduate Affairs Committee (GAC) and one member from the QA&IE office shall attend the defense, as observers.
4. The evaluation reports, after the Oral Examination, shall be submitted to the GAC member.

### **Examination Outcomes**

1. The examination reports shall be sent by the examiners to the Graduate Affairs Committee, two weeks before the date of defense.
2. The examiner's reports must contain a recommendation regarding the thesis and a strong justification for his/her recommendation.
3. The examiners must provide guidance to the candidate regarding any changes required.
4. The GAC shall review the examiners' reports and the oral examination reports and shall send the examiners' decision to the Vice Chancellor.

### **Decision for the Thesis**

1. The final decision of the examining members shall be handed to the GAC member who is attending the defense. The decision may be one of the followings:
  - a. Accepted as submitted. This may include corrections that do not require the supervisor's approval.
  - b. Accepted with minor modifications. This may include corrections that can be made immediately and to the satisfaction of the thesis supervisor.
  - c. Accepted with major modifications. The examiners' reports shall include detailed descriptions of the modifications along with a date for their completion of no more than 2 months.
    - i. The Examining Committee shall examine the modified thesis and, by majority vote, determine if the modifications specified in their reports have been completed to the Examining Committee's satisfaction.
    - ii. If they have, the thesis may be accepted, and the supervisor shall confirm the Examining Committee's approval to the GAC.
    - iii. If the Examining Committee is not satisfied that the specified modifications have been made, then they must reconvene to decide if the thesis is rejected or an additional period of modifications is to be granted.
    - iv. The Examining Committee Chair shall report in writing to the Director of Graduate Affairs Committee the outcome of the Examining Committee meeting.
  - d. Rejected. This notation is used when the work shows serious deficiency, or its validity is in question. Such a thesis may be re-submitted only once, in revised form. Such a resubmission can only be made six (6) months from the date of the original defense.

## **Modification and Final Submission**

- 1.** Student shall be responsible to make the modifications required by the Examining Committee and submit within the time period specified above.
- 2.** The thesis supervisor has the authority to grant approval when the required minor modifications have been made by the student.
- 3.** The Thesis Supervisor oversees required major modifications and insures that they are submitted to the Examination Committee for approval.
- 4.** Student must submit an electronic and hard of the final version of his/her thesis to the Graduate Affairs Committee.

## **Appeal of the Decision**

- 1.** In case the examination process results in a "Non-Award" outcome, the candidate has the right to appeal to the Student Affairs Office, within 5 working days.
- 2.** The Student Affairs Office shall submit the appeal to the Vice Chancellor, who in turns shall submit the appeal to the GAC for investigation.
- 3.** The GAC shall submit its report to the Vice Chancellor within 10 working days.
- 4.** The Vice Chancellor shall submit the University response to the appeal to the Office of Student Affairs and the Graduate Affairs Committee, within ten working days from the date the appeal was received.
- 5.** The Office of Student Affairs shall send the University response to the student within one working day.
- 6.** The University response at this stage is final.

## **Copyright and Reproduction**

- 1.** When submitting the final and complete version of his/her thesis, the student acknowledges and agrees to grant City University Ajman a non-exclusive license. This license stipulates that the student owns the copyright to the thesis.
- 2.** By agreeing to this license, City University Ajman and its Library shall preserve and make the thesis widely available, usually via the Internet and other searchable databases.
- 3.** Students may request a deferment on the publication of his/her thesis.

Upon final submission of the thesis, the student shall be deemed to have granted the University a non-exclusive, royalty free license to reproduce, archive, preserve, conserve, communicate to the public by telecommunication or on the internet, loan, and distribute the thesis worldwide for non-commercial purposes, in any format.

### **Document History**

*Approved: Board of Trustees, Nov 2014*



**Policy Title:****3.j Academic Progress****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

EP03JPO-02

**Responsible:**Vice-Chancellor

---

**Policy Statement**

Students at City University Ajman are expected to meet satisfactory academic standard. The Academic Progress Policy is intended to provide a benchmark for students with minimal academic achievement and a transparent and equitable process for students with weak academic performance

Students who are not achieving satisfactorily across their course of study will receive specifically targeted advice and assistance at an early stage and the opportunity to be involved in planning their future study carefully with a Designated Adviser. However, they will be dismissed if they fail to show improvement over a specified time.

**Academic Probation****Undergraduate Programs**

1. Students whose CGPA falls below 2.0 by the end of the first semester and after studying 5 courses (15 credit hours) will not receive academic probation, but they will be requested to repeat one course with D+ or less grade in the following semester to improve their CGPA.
2. A student whose CGPA falls below 2.0 by the end of the second semester and after studying 10 courses (30 credit hours), or in any subsequent semester is placed on first academic probation.
3. Students on first academic probation are expected to raise their CGPA to at least 2.0 in the following semester and may not register for more than 12 credit hours, and they will be asked to repeat one or two courses with D+ or less grades in order to improve the CGPA.
4. Students who fail to raise their CGPA to 2.00 and remove the first probation by the end of the following semester, will receive the second academic probation, and they may not register for more than 12 credit hours, and they will be asked to repeat two courses with D+ or less grades in order to improve the CGPA.
5. Students who fail to raise their CGPA to 2.00 and remove the second academic probation by the end of the following semester, will receive the third academic



probation, and they will be requested to change their specializations, and if they don't agree, they will be suspended for one semester.

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 City University Ajman for at least one semester.
7. Students with a CGPA of at least 1.9 and at least 75% of the credit hours required for graduation will not be suspended from the University but are permitted to continue in the same major until they exceed the maximum study period.
8. If the students raise their CGPA after receiving academic probation and their CGPA drops below 2.00 in any consecutive semesters, the academic probation will recount.
9. The University academic council may grant a final chance for the students with third academic probation by allowing them to repeat 4 courses (12 credit hours) with D+ or less grades. However, if they fail to raise their CGPA to 2.00 by the end of that semester, they will be requested to change their specialization, and if they disagree, they will be dismissed.
10. Summer sessions do not count in the probation period calculation.
11. During summer sessions, students with academic probation are not allowed to register in new courses. They can only repeat courses with D+ or less grades in order to improve their CGPA.

## **Graduate Programs**

### **Master in Law and PPDT Programs**

1. A student whose CGPA falls below 3.0 by the end of the first semester and after studying 3 courses (9 credit hours) or in any subsequent semester is placed on academic probation.
2. Students on academic probation are expected to raise their CGPA to at least 3.0 in the following semester and may not register for more than 6 credit hours, and they will be asked to repeat one or two courses with C or less grades in order to improve the CGPA.
3. Students who fail to raise their CGPA to 3.00 and remove the academic probation by the end of the following semester will be dismissed from the program.
4. The University academic council may grant a final chance for the students who fail to raise their CGPA to 3.00 after the academic probation and before the final dismissal by allowing them to repeat 2 courses (6 credit hours) with C, or less grades.

### **MBA Program**

5. A student whose CGPA falls below 3.0 by the end of the second term and after studying 4 courses (12 credit hours), or in any subsequent semester, is placed on academic probation.

6. Students on academic probation are expected to raise their CGPA to at least 3.0 in the following term and may not register for more than 3 credit hours, and they will be asked to repeat one course with C or less grades in order to improve the CGPA.
7. Students who fail to raise their CGPA to 3.00 and remove the academic probation by the end of the following term, will be dismissed from the program.
8. The University academic council may grant a final chance for the students who fail to raise their GGPA to 3.00 after the academic probation after the academic probation and before the final dismissal by allowing them to repeat 1 course (3 credit hours) with C, or less grades.

#### **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 the 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 Program Heads. If the Program Heads is convinced, he/she will submit a recommendation to grant the student one last chance to raise his/her CGPA to the vice chancellor Office. Based on the Vice Chancellor's approval, the Registrar will be advised 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 Dismissal**

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. However, he/she may rejoin City University Ajman as a new student in a different program and no credit hours to be transferred to him/her.

#### **Good Academic Standing**

##### Undergraduate Programs

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 City University Ajman. A CGPA of 2.0 or above is required for graduation.

##### Graduate Programs

A student is considered to be in good academic standing if they maintain at least a 3.0 CGPA for all degree credit courses attempted at City University Ajman. A CGPA of 3.0 or above is required for graduation.

### **Academic Honors**

The Registrar issues the Student Academic Honors List at the end of each regular semester (Summer sessions not counted). To be placed on this list, a student must have:

1. Registered for at least 15 credit hours for undergraduate, 9 credit hours for graduate, and 12 credit hours in the last two terms for MBA program and receive no failing grades
2. A minimum semester/term GPA of 3.6
3. No recorded or pending disciplinary action Academic Suspension

### **Student Time Limitation**

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

#### Undergraduate Programs:

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.

#### MBA Program

1. The minimum study period is 6 terms, and the maximum is 12 terms
2. The minimum and maximum study period for the transferred student depends on the number of approved transfer credits.

#### Master in Law Program

1. The minimum study period is 3 regular semesters, and the maximum is 8 semesters (four years)
2. The minimum and maximum study period for the transferred student depends on the number of approved transfer credits.

#### Professional Diploma in Teaching

1. The minimum study period is 2 regular semesters, and the maximum is 4 semesters

2. The minimum and maximum study period for the transferred student depends on the number of approved transfer credits.

### **Withdrawal from the University**

In order for students to withdraw from the University, they must visit the Registration Department and complete the “University Withdrawal Clearance Form”. Prior to submitting the form, students shall meet with the College Dean, the Department of Student Affairs to discuss the reason(s) for withdrawal from the University and if any additional support can be provided to the student. According to the Academic Calendar, the withdrawal from courses policy will apply. However, the refund will apply as per the Refund Policy Calendar. If a student wishes to return back to City University Ajman, they need to reapply and be readmitted. Any new admission requirements and tuition fees will also apply.

### **Returning Students**

Students in good academic standing who leave City University Ajman for more than two consecutive regular semesters, or four discontinuous regular semesters and wish to resume studies must submit Readmission form.

Readmitted student is subject to City University Ajman academic rules and regulations. All admissions requirements in place at the time of readmission must be met, as well as the updated fee structure.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****3.k Grading and Assessment****Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Number:**

EP03KPO-03

**Responsible:**

Vice-Chancellor

**Grade Distribution**

The course grading distribution is shown in the Table below:

*Table 1: Grade Distribution*

| Course Work      | Percentage |
|------------------|------------|
| Midterm Exam     | 30%        |
| Final Exam       | 30-40%     |
| Class Assessment | 30-40%     |

**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 below:

*Table 1: 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         | WF     | 0.0          | Withdrawal with Fail |
| N/A         | W      | N/A          | Withdrawal           |
| N/A         | EW     | N/A          | Enforced Withdrawal  |
| N/A         | I      | N/A          | Incomplete           |

## Credit Hours

Courses are calculated in credit-hours. Each course carries a certain number of credits which are awarded after its successful completion. Credit hours usually equal the number of hours spent in class per week. One credit hour is typically 50 minutes of lecture given weekly for a minimum of fifteen weeks. Two or three hours of tutorial or laboratory work per week is the equivalent of one credit hour.

## The Grade Point Average (GPA)

The grade point average (GPA) reflects student achievement in one semester. The cumulative point average (CGPA) reflects student achievement in all semesters of coursework attempted. GPA and CGPA are evaluated as shown in Table below:

*Table 2: Grade Point Average*

| Grade Points   | Evaluation                    |
|----------------|-------------------------------|
| 4.00           | Excellent with Highest Honors |
| 3.80-3.90      | Excellent with Honors         |
| 3.50-3.79      | Excellent                     |
| 3.00-3.49      | Very Good                     |
| 2.50-2.99      | Good                          |
| 2.00-2.49      | Satisfactory                  |
| Less than 2.00 | Unsatisfactory                |

## The Cumulative Grade Point Average (CGPA)

The GPA is calculated by multiplying the grade of each course by the number of its credit hours and dividing the total by the number of total credit hours taken in the semester. The CGPA is calculated by multiplying the grade of each course by the number of its credit hours and dividing the total of all courses by the number of total credit hours taken for all semesters. By contrast, the GPA is the average of grade points for all courses in one semester, whether the course was passed or failed. As mentioned earlier, the CGPA is the average of grade points for all courses in all semesters. Both GPA and CGPA are rounded to the nearest decimal units. Calculate the GPA and CGPA using the following formula:

$$\text{GPA} = \frac{\text{Total credit hours per course} \times \text{Grades received per course}}{\text{Total credit hours per semester}}$$

$$\text{CGPA} = \frac{\text{Total credit hours per course} \times \text{Grades received per course}}{\text{Total credit hours taken during all semesters}}$$

*Table 3: Example GPA and CGPA Computation*

| Semester 1                |                   |       |              |
|---------------------------|-------------------|-------|--------------|
| Course                    | Number of Credits | Grade | Grade Points |
| Mathematics               | 3                 | 4.00  | 12           |
| English 1                 | 3                 | 4.00  | 12           |
| UAE Studies               | 3                 | 2.00  | 6            |
| Islamic Studies           | 3                 | 3.00  | 9            |
| Computer Fundamentals     | 3                 | 3.00  | 9            |
| Introduction to Sociology | 3                 | 2.00  | 6            |
| Total                     | 18                |       | 54           |
| Semester 2                |                   |       |              |
| Course                    | Number of Credits | Grade | Grade Points |
| Critical Thinking         | 3                 | 3.00  | 9            |
| Environmental Science     | 3                 | 4.00  | 12           |
| English II                | 3                 | 3.00  | 9            |
| Study Skills              | 3                 | 4.00  | 12           |
| Accounting 1              | 3                 | 3.00  | 9            |
| Total                     | 15                |       | 51           |

$$\text{GPA}_{(s1)} = \frac{(12) + (12) + (6) + (9) + (9) + (6)}{3 + 3 + 3 + 3 + 3 + 3} = \frac{54}{18} = 3.00$$

$$\text{GPA}_{(s2)} = \frac{(9) + (12) + (9) + (12) + (9)}{3 + 3 + 3 + 3 + 3} = \frac{51}{15} = 3.40$$

$$\text{CGPA} = \frac{54 + 51}{18 + 15} = \frac{105}{33} = 3.18$$

### Releasing of Grades

Faculty submit 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 are entitled to objective evaluation of their academic work and to fair, equitable treatment in the course of their academic relationships with the faculty members. These criteria are observed by the members of the City University Ajman faculty as a part of their professional responsibilities. A student who believes that he/she has a legitimate concern regarding a final course grade must inform the professor responsible for the course in writing and then discuss the matter with the professor. If a resolution cannot be reached, the student should contact the registration department in writing to file a formal grade appeal no later than 15 days after the grade's announcement as per the academic calendar. If the matter cannot be resolved at the College level, a grade appeal review will be conducted by a university committee appointed by the Vice-chancellor. Based on the committee's formal recommendation, the VC may grant or deny the appeal and notify the student and the professor responsible for the course of the decision. If a change of grade is warranted, the VC (or appointed designee) will inform the Registrar of the grade change using an official grade change form.

#### **Procedures:**

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 program head.



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**.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Feb 2021*

**Policy Title:**

**3.I Examinations Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

EP03IPO-02

**Responsible:**

Vice-Chancellor

---

**Policy Statement**

The final examination period shall consist of six (6) scheduled days during the 16th week of the fall or spring semester, or the last three (3) days of a summer session.

The period for each final examination is a maximum of two hours.

No student is required to take more than two final examinations in one day. Students initially scheduled for more than two examinations in one calendar day are entitled to reschedule any examination after coordinating with the Registrar and course instructor. The rescheduled examination must be completed during the final examination period.

No tests or examinations can be given on any of the seven calendar days before the first day of final examinations, except for laboratory examinations.

**Missed Examinations**

If circumstances beyond student control cause the student to miss a scheduled exam, the University will permit the student to take the missed examination.

The student must provide the Student Affairs Department and Registrar with valid and verifiable evidence. Additional fees may apply.

The Registrar coordinates the examination date with the course instructor, after the Vice Chancellor approves the student request to take the missed exam.

The student must take a missed exam within two weeks of its originally scheduled date.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Procedure Title:**

**Retesting for Missed Examination**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03IPR-01

**Policy Reference:** EP03IPO-02

**Responsible:** Vice-Chancellor

---

**Procedure**

In alignment with the 3. I Examination Policy [EP03IPO-02], in the circumstances beyond student control, cause the student to miss a scheduled exam, the University will permit the student to take the missed examination within two weeks of its scheduled initial date with valid and verifiable evidence, and if necessary, for a fee.

1. This retest applies only to Test 1, Test 2, Midterm and Final Examinations.
2. Students must complete the Retest and Incomplete Grade Request Form provided below.
3. Students must include an explanation justifying that missing the examination was beyond the student's control.
4. Include additional evidence as necessary to support the justification.
5. Students must secure all the necessary approvals in the form.
6. Unless exempted with an approval by an authorized person on the form, pay the retest fees.
7. Submit the retest request form to the faculty coordinator.
8. The faculty coordinator in consultation with the course instructor and the student schedules the retest date.
9. The faculty coordinator informs the student regarding the retest details in writing (letter, email).
10. If students miss to retest, another retest is not allowed.

The outlined procedure provides a comprehensive and systematic approach for students to navigate the retest process, ensuring clarity in obtaining approvals, submitting necessary documentation, and adhering to financial policies.

### Retest and Incomplete Grade Request Form

**Student Information:**

|              |  |                 |  |
|--------------|--|-----------------|--|
| Student Name |  | Student ID:     |  |
| Program:     |  | Year of Study:  |  |
| Email ID:    |  | Contact Number: |  |

**Course Information:**

| Course Code | Title of Course | The assessment | Required Fee |
|-------------|-----------------|----------------|--------------|
|             |                 |                |              |

**Request Type:**

|                                               |   |                            |
|-----------------------------------------------|---|----------------------------|
| Re-test Test 1                                | • | Requires HOD/Dean approval |
| Re-test Test 2                                | • | Requires HOD/Dean approval |
| Re-test Midterm                               | • | Requires HOD/Dean approval |
| Re-test Final                                 | • | Requires VC approval       |
| Request for an Incomplete Grade in the Course | • | Requires VC approval       |

**Student Declaration:**

For the above request to retest or receive an incomplete Grade for the specified course, I am attaching appropriate supporting explanation and documents for not attending the exam.

I am aware that I have to receive the HOD approval before proceeding to accounts for required fee payment.

Note: This form is valid until two weeks after the scheduled initial date of the examination, within which the student must retest.

Print Name: \_\_\_\_\_

Signature: \_\_\_\_\_
Date: \_\_\_\_\_

**Course Instructor Approval:**

Signature: \_\_\_\_\_
Date: \_\_\_\_\_

Head of Department Decision:

|                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The request is:</p> <p>Approved, for the following reasons:</p> <p>_____</p> <p>Not Approved, for the following reasons:</p> <p>_____</p> <p>Signature: _____ Date: _____</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Dean Decision:

|                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The request is:</p> <p>Approved, for the following reasons:</p> <p>_____</p> <p>Not Approved, for the following reasons:</p> <p>_____</p> <p>Signature: _____ Date: _____</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Vice-Chancellor Decision: (for final examinations and Request for Incomplete Grade only)

|                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The request is:</p> <p>Approved, for the following reasons:</p> <p>_____</p> <p>Not Approved, for the following reasons:</p> <p>_____</p> <p>Signature: _____ Date: _____</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

To be completed by the Accounts Department

A fee of AED \_\_\_\_ has been paid.

Cashier

Stamp

Here

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Document History**

*Approved: Board of Trustees, Oct 2023*

**Policy Title:****3.m Curriculum Approval and Revision****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

EP03MPO-02

**Responsible:**

Vice-Chancellor

---

**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 City University Ajman'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 has been acquired that the proposed change(s) in curriculum/syllabus/courses can take effect.

**Policy Objective**

This policy is designed to ensure that City University Ajman curriculum remains 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 a reference point for the approval process.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Procedure Title:****Curriculum Approval and Revision Procedure****Procedure Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** EP03MPR-03**Policy Reference:** EP03MPO-02**Responsible:** Vice-Chancellor

---

**Purpose**

The purpose of this procedure is to assert that initiated and led by faculty City University Ajman ensures a curriculum with quality and rigor for each of its academic programs.

**Scope**

This procedure is applicable to all personnel involved with curricular design and revisions and related compliance requirements.

**Procedure**

The following steps will be followed to complete a curriculum related approval and/or revision.

1. After consultation and documented deliberation with the faculty, the HOD in a program submits a Curricular Design/Revision proposal with all supporting documentation including Minutes of Meetings to the Chair of the Curriculum Committee (CRC-Form1-Proposal to Change).
2. The Chair of the Curriculum Committee calls a meeting with appropriate invitees to thoroughly review the change request.
3. The Committee deliberates and decides on the nature of the submission as a Substantive or non-Substantive Change, being conservative when in doubt. Curriculum Change Matrix along with CAA guidance for substantive change should be followed to arrive at the plausible category of the change.
4. The HOD presents the proposal to the Committee and clarifies the questions and concerns raised by the Committee Members including that of the QA&IE Department representative.
5. The HOD presents the final version of the proposal to the Chair of the Curriculum Committee.
6. The final version of the proposal is approved by the committee with a majority vote.
7. The Committee approved version is presented to the QA&IE Department for approval.
8. The QA&IE approved version is presented to the Vice Chancellor for approval.



9. If the change is not approved, it will be sent back to the HOD.
10. If the proposal to change requires Ministry approval, it shall be sent to the Ministry as a “Substantive Change” in accordance with the requirements from the Vice Chancellor’s Office.
11. An approved change of non-substantive nature will be implemented immediately after the approval of the Vice Chancellor (non-substantive) or the Ministry (substantive).
12. Approvals to the curriculum will be communicated by the Office of Vice Chancellor.

Curriculum Change Matrix

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

**Policy Title:****3.n Internship/Practicum****Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Number:**

EP03NPO-03

**Responsible:**

Vice-Chancellor

**Policy Statement**

Internship is a mandatory field-training course offered in all the undergraduate programs and Postgraduate Professional Diploma in Teaching program (PPDT) at City University Ajman. Prior to registering for the Internship course at the City University Ajman student must complete at least 90 credit hours of coursework and have a CGPA of 2.0 or higher.

PPDT students must complete 9 credit hours of course work before taking the Practical Education course

All eligible students must have received the approval from the Student Placement Office of the Student Affairs Department to register for the course.

Refer to Internship Manual for more details about the internship.

**Internship Hours by Program**

| Program                             | Specialization                             | Internship Course Code | Credit Hours | Training Hours |
|-------------------------------------|--------------------------------------------|------------------------|--------------|----------------|
| Bachelor of Business Administration | Human Resource Management (Arabic/English) | HRMA 494               | 3            | 120            |
|                                     | Human Resource Management                  | HRM 495                | 3            | 120            |
|                                     | Hospitality & Tourism Management           | HTM 495                | 3            | 375            |
|                                     | Marketing                                  | MKT 495                | 3            | 120            |
|                                     | Management Information Systems             | MIS 495                | 3            | 120            |
|                                     | Finance and Accounting                     | FIN 495                | 3            | 120            |

|                                                                      |                                                  |         |   |     |
|----------------------------------------------------------------------|--------------------------------------------------|---------|---|-----|
| Bachelor of Law<br>(Arabic/English)                                  | Law                                              | LAW 424 | 3 | 64  |
| Bachelor of Public<br>Relations &<br>Advertising<br>(Arabic/English) | Public Relations                                 | PRA 404 | 3 | 120 |
|                                                                      | Advertising                                      | ADV 412 | 3 | 120 |
| Professional<br>Postgraduate<br>Diploma in Teaching                  | Professional Postgraduate Diploma<br>in Teaching | EDU 490 | 6 | 90  |

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Dec 2021*

**Policy Title:**

### **3. o Teaching and Learning Methodologies**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03OPO-01

**Responsible:** Vice-Chancellor

---

#### **Policy Statement**

The purpose of this policy is to provide academic direction to enhance the quality of learning and teaching at the University. This policy describes the principles and practices that underpin effective learning and teaching. These principles incorporate both learning processes and learning outcomes.

The critical component of this policy is that the adoption of any of these principles and practices is based on the particular needs of learners and on the learning outcomes relevant to the program.

#### **1. Engaging Students in Learning**

The University is committed to student engagement and success and recognizes and values cultural and ethnic diversity. Student engagement is achieved through the implementation of active and cooperative learning approaches which:

- are intellectually challenging, stimulate curiosity and develop critical awareness;
- ensures that programs prepare students for their chosen occupation
- meet the diverse needs of students from different life experiences;
- respect, recognize and build on students' current knowledge and experience and provide appropriate opportunities for the formal recognition of prior learning;
- recognize individual learning needs and extend the student's range of approaches to learning;
- provide a variety of meaningful strategies and contexts to enable students to construct and apply new knowledge and skills;
- encourages and enables students to learn and practice attributes, or vocational competencies which underpin graduate/or industry setting;
- create opportunities for regular feedback about learning progress which acknowledges individual learning achievements;
- encourages students to critically reflect on their learning experiences and relate these understandings to theoretical models and explanations, relevant fields of practice and/or workplace contexts;
- encourages and enable students to take responsibility for their own learning; and
- allow apprentices opportunity for contextualized workplace learning in industry current and relevant settings.

## 2. Creating Supportive Learning Communities

**Students' success is built on their University experience** - *it is the responsibility of all staff of the University to contribute to a positive student experience.*

**The diversity of our students is recognized and welcomed** - *opportunities will be offered to all students to succeed through engagement, reflection, and commitment to learning.*

**Open communication builds shared understandings** - *transparent, timely, explicit and mutually respectful communication is important between and among staff and students.*

A supportive learning community is achieved through the development, implementation and evaluation of:

- inclusive learning environments and learning partnerships that create a sense of support and belonging by recognizing and valuing the diverse abilities, contributions, experiences, backgrounds and efforts through interaction of students and all staff; Such environments may be face-to-face and/or mediated by appropriate information and communication technologies. All will be characterized by reasonable adjustments to enable full student participation;
- the explicit advance information provided to students about learning activities and assessment tasks using commonly accepted terminology and appropriate language;
- systems, materials and services that are designed to support the learning and teaching activities of the University; and
- responsive to employer and industry needs to support apprenticeship delivery whether on the job or off the job.

## 3. Designing, Delivering and Evaluating Programs

Programs are developed with clear learning outcomes, coherent structure and manageable workloads for students.

Teaching that develops learning is well organized and enhanced through the cyclical process of reflection, revision and improvement.

Through a cycle of development, implementation and evaluation of programs ensure that:

- programs are customized and/or contextualized appropriately to meet the needs of the learner and reflect industry trends;
- program development incorporates the development of academic skills and graduate attributes/capabilities, and where appropriate is performed in collaboration with CLIPP and the library staff;
- programs are designed with clear evidenced based assessment outcomes;
- learning activities and assessment are clearly aligned with stated learning objectives;
- assessment procedures and practices are valid, fair, flexible, reliable and authentic; incorporating clearly defined assessment criteria;
- delivery of assessment is designed to recognize requirements of NQF Emirates;
- learning and teaching processes to create a continuous cycle of improvement, that

follow relevant University policy and procedures as well as regulatory requirements.

#### 4. Enhancing Teaching

**Approaches to teaching are varied and adaptive to new demands in learning and will include effective use of appropriate technologies and innovation.**

Enhanced teaching is achieved through:

- recognition of excellence in teaching;
- support for innovative and inclusive learning and teaching practices;
- supportive and sustained professional/educational development/scholarship that is meaningful, applicable, cooperative and collegial; and

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**3.p Course Syllabus**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** EP03PPO-02

**Responsible:** Vice-Chancellor

---

**Policy Statement**

In line with CAA Standards 2019-Annex 13, the University maintains a comprehensive syllabus for every course offered, containing relevant information to guide students about the requirements and expectations for successful course completion.

Each syllabus includes, at a minimum, the following content areas:

- a. course title and course code/number;
- b. credit hours (or equivalent);
- c. pre-requisites (if any) and co-requisites (if any);
- d. name and contact information of instructor(s);
- e. brief course description (as in the Catalog);
- f. intended learning outcomes of the course;
- g. linkage and contribution of course learning outcomes to the program outcomes;
- h. course topics and contents on a week-by-week basis, including sessions for assessments;
- i. scheduling of laboratory, studio, external visits, and other non-lecture sessions, including online sessions, as appropriate;
- j. information on out-of-class assignments with due dates for submission;
- k. methods and dates of examinations and other student assessments, including the relative weight of various assessment elements in determining the course grade;
- l. teaching methods, including any use of online instruction;
- m. course texts and recommended readings listed in standard bibliographic detail, and any other learning resources.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****3.q Course File****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** EP03QPO-03**Responsible:** Vice-Chancellor

---

Annex 16 of the *CAA Standards* requires that institutions maintain updated files for each course of instruction. These must contain sufficient information on each course presentation so that the faculty or other persons who assess program effectiveness can determine whether the course is meeting its learning outcomes and whether changes to the course are appropriate.

The University requires all instructors to create and maintain faculty course files for every course offered in all semesters and summer sessions. These files are crucial indicators of institutional effectiveness and how the university manages its academic programs. Course files provide a detailed record of teaching and learning activities in the academic program.

**Purpose**

This course file policy states the standards for course preparation, update, and revision.

**Statement**

All academic faculty members are required to prepare course files for courses they teach. Course files must include the following information, which may be in electronic form or hard copy:

1. syllabi for the current and most recent previous offerings of the course, including any summer session offerings;
2. copies of all instructor teaching materials;
3. copies of all assessment instruments;
4. the instructor worked answers and marking schemes for all assessment instruments;
5. examples from across the range of student performance of graded responses to all assessment instruments;
6. student assessment data;
7. comprehensive instructor review of the presentation of the course, covering:
  - a) appropriateness of the course learning outcomes;
  - b) the extent to which the syllabus was covered;
  - c) the extent to which learning outcomes were met (with evidence);
  - d) appropriateness of textbooks and other learning resources;
  - e) appropriateness of assessment instruments in relation to learning outcomes;



- f) appropriateness of the balance of assessment;
- g) appropriateness of prerequisites;
- h) general comments on any problems encountered with the course;
- 8. quantitative analysis of student performance including individual student grades, both cumulative and for each assessment, and grade distribution;
- 9. summary of student feedback on the evaluation of the course;
- 10. instructor's proposals for any course improvements;
- 11. summary of actions taken to improve the course.

### **Course File Audits**

All faculty course files must be ready for QA audit within thirty (30) workdays after the Registrar posts the final semester grades. The QA course file audit must be completed thirty (30) workdays after the Program Heads and College Dean officially notify QA that files are ready for audit. Instructors must correct all identified discrepancies within two (2) days of notification.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****3.r Class Size Policy****Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Number:**

EP03RPO-03

**Responsible:**

Vice-Chancellor

---

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

| Course Type               | Maximum Class Size |
|---------------------------|--------------------|
| Language Lab              | 20                 |
| General Education Courses | 50                 |
| Core Courses              | 40                 |
| Specialization Courses    | 35                 |
| Computer Lab              | 25                 |

For Graduate programs, City University Ajman adopts the class sizes illustrated below:

| Course Type            | Maximum Class Size |
|------------------------|--------------------|
| Core Courses           | 30                 |
| Specialization Courses | 25                 |

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**3.s Intensive Modes of Course Delivery**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

EP03SPO-02

**Responsible:**

Vice-Chancellor

---

**Policy Statement**

City University Ajman delivers courses in condensed periods during its Summer Sessions I and II. The University faculty, staff, and students must follow the provisions of Appendix 1 of the CAA *Standards* without exception, which state the following:

**Definitions**

1. The term *intensive modes of delivery* refers to courses that are offered over a shorter duration than the generally accepted period of a standard semester (fifteen (15) weeks at CUA). These may include a summer session. Even though a course delivered through intensive modes of delivery may technically comply with requirements in the *Standards* related to contact hours or "seat time," studio or laboratory hours, and out-of-class or homework hours, the institution is required to comply with provisions related to sound pedagogical principles.
2. As a part of its mission, the Commission has a responsibility to ensure that the best international practices in teaching and learning are integrated into higher education in the UAE. The Standards, therefore, reflect the Commission's understanding of evidence related to the development of an in-depth understanding of subject matter and long-term retention.
3. Standard 3.3.6, for example, states the requirement that academic courses must "allow sufficient time for preparation, reflection, analysis, and the achievement of learning outcomes for courses that are offered in concentrated time periods."
4. As a part of its review of a program for initial accreditation, the Commission and External Review Teams review the program curriculum to ensure that it:
  - Includes a number of credit hours consistent with international practice in the discipline and level of award
  - Comprises a defined amount and quality of work of sufficient rigor.

Moreover, and in accordance with the CAA Standards, the University shall ensure that:

1. Students are fully informed of any modifications that may have been made in University operations or the delivery of its academic programs in order to accommodate the shortened duration of courses.

2. Students in courses offered through intensive modes of delivery have comparable duration of class contact time, and comparable expectations for out-of-class study time, just as in the same courses offered during a regular semester.
3. The full content of the CAA-approved syllabi is taught during the condensed period.
4. The study plan is developed so that learning outcomes of the courses and programs can reasonably be achieved by all enrolled students.
5. All student services such as library access and support, computer laboratories and IT support, cafeteria, health services, and recreational facilities are available during the shortened term.
6. In all intensive delivery modes, the CAA approved syllabi must be adhered to in every respect, including the assignments and assessment schemes. Wherever possible, the students should take the same examinations as their counterparts who do not study the course in an intensive mode. Where this is not practical, internal moderation and quality assurance systems must be sufficiently robust to ensure the rigor and standards is the same for all students.
7. The University must receive approval from the CAA prior to the start of courses proposed for delivery through the intensive mode or shortened term.
8. The CAA recognizes that institutions may wish to offer some courses during the summer. The Commission's policy is to allow institutions to offer summer courses without specific application to the Commission for prior approval, but the pattern and intensity of course delivery should be articulated and approved by the Commission as a general model to be applied by the University in its summer sessions.
9. The CAA also recognizes that situations exist that warrant delivery of a course or program exclusively during evening or weekend hours. This is usually related to providing educational opportunities for working adults. Evening and weekend classes usually do not involve shortening the semester. Nevertheless, the University must comply with conditions 1-5 listed above. In addition, there must be a reasonable limitation on the number of courses that a student is permitted to take during a weekend program. Weekend delivery of courses must be included in the calculation of faculty workload.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****3.t Conflict of Commitment****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03TPO-01**Responsible:** Vice-Chancellor

---

City University Ajman faculty member's primary professional commitment of time and intellectual knowledge is teaching, research (including creative work), and service to the University. Faculty members are encouraged to advance and communicate knowledge through interaction with the public, the community, and external entities.

At the same time, the University has a fiduciary responsibility to ensure that inappropriate external influences outside the scope of his/her University employment do not affect the performance and commitment of his/her primary duties to the University. External Professional Commitments raise important questions related to time and energy allocation, University resources allocation, intellectual property protection and potential for financial conflicts of interest.

**Purpose**

The purpose of this Policy is to:

- provide guidance on the University's requirements related to possible Conflicts of Commitment resulting from External Professional Commitments.
- clarify the faculty member's responsibilities and the University's expectations with respect to External Professional Commitment.

**Permitted Time Commitment for External Professional Commitment**

Faculty members must ensure that External Professional Commitment is related only to their professional growth associated with the University and does not prevent them from fulfilling their primary responsibilities. External Professional Commitment that results in neglect of maintaining healthy communication with students or creating an undue burden for colleagues is prohibited.

In addition, all External Professional Activities must be approved in advance, as described below, even if they fall within this time commitment.

**Prohibited Activities**

Faculty members who have full-time appointments at City University Ajman are prohibited from holding a full-time or part-time tenured or tenure-track position at another educational institution. Examples include, but are not limited to, a full-time or part-time or adjunct/visiting faculty appointment, which includes teaching and/or research duties at the second institution, a private tutor, a consultant role, or an administrative appointment. This prohibition applies even if the faculty member is on leave status from the University, regardless of the type or status of the leave and whether paid or unpaid.

### **Activities that Must Be Approved in Advance**

Regardless of the faculty member's time commitment, the following activities require prior written approval.

#### **Prior Written Approval by the University Management:**

##### **1. External Engagement**

Faculty members are not permitted to teach at other universities/colleges/Institutions. This policy applies equally to courses taught in person, online, or by some other method of electronic transmittal. This requirement for pre-approval applies to participation in guest lectures, seminars, or workshops as an invited speaker. When there is any question as to whether an outside engagement falls within the range of allowable activities, a faculty member should first consult with their Program Heads or Dean. A faculty member is not permitted to develop a course or substantial parts of a course, including distance-education courses or develop courseware, for any entity other than City University Ajman without prior written approval.

##### **2. Compensated Appointments at Other Educational Institutions**

A faculty member shall not hold any other type of compensated appointment at any other educational institution without prior written approval.

##### **3. Compensated/ Voluntary Private Tutoring Outside University Campus**

A faculty member is not permitted to provide private tutoring classes outside the University Campus to any student enrolled/not enrolled with the University. The University expects faculty members to elucidate student queries during their office hours; hence the University condemns any relationship with students outside the University boundaries.

##### **4. Certain Activities with Outside Entities**

Any work that includes managerial or executive responsibilities in a private or public entity or assumption of a board position in a for-profit company requires prior written approval.

##### **5. External Professional Activities Involving City University Ajman Students**

External Professional Activities which directly or indirectly involve City University Ajman students in anything other than their normal academic pursuits require prior written approval.

#### **Approval Through Other University Processes:**

## 1. Consulting for Research Sponsor

Service as a consultant/researcher to a firm that, in turn, may/may not sponsor the faculty member's work or related work at the University requires prior approval

## 2. Conflict of Interest

Business, financial, or family relationships that might enable (or appear to enable) the faculty member to influence the University's dealings with outside organizations or potential University hires in ways leading to personal gain, or other conflicts of interest must be declared

### Reporting

Every faculty member must submit the External & International Activity Report annually to their Program Heads or Dean, which should include any pre-approved activities. After reviewing the report, the Program Heads or Dean will seek to resolve with the faculty member any concerns about his/her activities or refer the concerns to the University Management if a resolution cannot be achieved.

City University Ajman encourages all members of the University to report a violation of the above-stated policy to the University Management/ Director of Human Resources. Reporting of actions/ associations defined as violations by this policy shall be considered confidential and will be treated as protected personal information under the Whistleblower policy. Potential violations of this policy will lead to an investigation. A clear standard of proof and convincing evidence/s form the basis to prove a violation.

### **Document History**

Approved: Board of Trustees, May 2021

**Policy Title:****3.u Employee and Student Relations****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03UPO-01**Responsible:** Vice-Chancellor

---

**1. Background**

The University recognizes that adults, may make choices regarding personal relationships. However, a relationship beyond professional terms between a faculty/staff member and a student jeopardizes both the student's academic standing and the learning environment for other students. It raises serious concerns regarding conflicts of interest, favoritism, unequal status and power, validity of consent, and preferential treatment. For these reasons, a faculty member's professional responsibilities are incompatible when it comes to more than professional relationship between student and faculty/staff. Faculty/staff members engaging in such relationships put themselves, students, the University, and its educational mission through imperilment. In addition to disciplinary action by the University, a faculty/staff member who engages in a relationship with a student risks loss of professional standing with colleagues and students, allegations and charges of sexual harassment, and legal liability.

**2. Definitions**

Non-Acceptable Faculty/Staff and Student Relationship:

- Current or former martial, romantic or sexual relationship between a faculty/staff member and a student; or
- Relationship where a faculty/staff member currently lives with or serves as landlord to a student; or vice versa
- Relationship where a faculty/staff member currently has a financial and/or business relationship with a student; or
- Relationship where a faculty/staff member has a close personal relationship with a student, which rises to a level that affects the trust and confidence of the academic environment and that gives undue access, advantage, or jeopardizes the fair treatment and objectivity for effective teaching and learning.

**Faculty/Staff member**

Faculty/staff member means but shall not be limited to: a full- or adjunct member of the University's faculty, an instructor, lecturer, advisor, mentor, graduate assistant, coach, or individual who supervises the day-to-day living environment of students.

**Relationship of Authority**



A relationship of authority exists when one individual in a relationship between two or more people has the power to exercise influence, or the legitimate right to make decisions, carry out actions, or direct others within the relationship.

### **3. Policy**

The University's success in its educational mission depends on the professionalism of its faculty, staff, and students. Maintaining professional relationships, mutual respect, and trust between faculty/staff members and students is significant to this success. Faculty members are prohibited from pursuing or engaging in relationships with any current City University Ajman student. This includes students who are on leave and plan on returning to the University at any given point in time.

### **4. Responsibilities and Procedures**

#### **4.1 Accountability / Responsibility**

a. If a non-professional relationship exists or arises between a faculty/staff member and a student, the relationship of authority must be eliminated.

b. If a non-professional relationship arises, exists, or has existed between a faculty/staff member and a student, the faculty/staff member will bear the primary burden of accountability to report the relationship to his or her Program Head of the Department and/or Human Resources Department.

(i.) In the event that this relationship exists or has existed between a faculty/staff member and a student the unit administrator or supervisor must take prompt and appropriate action to end the relationship of authority.

(ii.) Appropriate actions may include but are not limited to: appointment of a qualified alternative instructor to the position of authority; transfer of the student to another course, section, or seminar taught by a different instructor; assignment or transfer of the student to another academic advisor.

(iii.) In the event that a University employee/student not involved in this relationship believes a consensual relationship is occurring or has occurred between a faculty/staff member and a student, the employee/student shall disclose such knowledge to the relevant Program Head and/or Human Resource Department/ Students Affairs Department.

### **5. Exemptions**

An exemption may be granted from this policy under reasonable circumstances. An automatic exemption to this policy applies when the spouse of a faculty member enrolls as a student. When an exemption is made, this must be notified to the Vice Chancellor, Program Head, Dean, and the HR department.

### **6. Investigation**

To encourage reporting of relationships governed by this policy, disclosures and actions taken shall be considered confidential and will be treated as protected personnel information under

the Whistleblower policy. Potential violations of this policy will lead to an investigation. The clear standard of proof and convincing evidence/s form the basis to prove a violation.

## **7. Disciplinary action**

A faculty member found to have violated this policy is subject to disciplinary action, up to and including termination of employment. The Office of the President determines and assigns the appropriate disciplinary actions.

### **Document History**

*Approved: Board of Trustees, May 2021*

**Policy Title:****3v. Assessment and Moderation****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03VPO-01**Responsible:** Vice-Chancellor

---

**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, City University Ajman will develop a policy and associated procedures to provide clear, written guidance, for faculty, staff and students, on assessment methodologies, tools and grading, 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**

City University Ajman, 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 Program Head 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.

**Document History**

Approved: Board of Trustees, May 2021

**Procedure Title:**

**Assessment and Moderation**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03VPR-01

**Policy Reference:** EP03VPO-01

**Responsible:** Vice-Chancellor

---

**Procedure:**

1. For all summative examinations, all faculty members shall prepare and submit the pertinent assessment instruments on the TIPAM system for review and approval for rigor by the Program Head, and completeness by QA.
2. Within one day, after examination grades submission due date as per the institutional policy, faculty (the person setting and marking the assignment /exam) shall submit his/her exam to the assigned (by the Program Head) moderator with a minimum sample of 10 unmarked exam scripts (especially those at grade cut-off points)
3. The faculty shall upload the sample scripts to the “moderation” e-course file folder.
4. The moderator will blind mark the papers.
5. If there is a difference in the marks sufficient to warrant a change in grade (eg C to B) then the faculty (the person setting and marking the assignment /exam) and moderator review the paper together and agree on a grade.
6. All blind marked examinations and a post-moderation analysis outcome (EF-Form-01) will be prepared and uploaded by the faculty to the “moderated” e-course file folder.
7. The University level examination committee shall review the entire moderation process and submit a comprehensive report by semester.

**Document History**

*Approved: President, May 2021*

## POST-MODERATION FORM (EF-Form-01)

|                    |  |
|--------------------|--|
| Program/Department |  |
| Assessment Title   |  |
| Faculty Name       |  |
| Internal Moderator |  |

|                     |  |                |  |
|---------------------|--|----------------|--|
| Course Code/ Course |  | Academic Year  |  |
| Date of Assessment  |  | Date Submitted |  |

### Course Moderation Analysis

|           |             |             |                                     | <u>Moderator's Comments</u><br><br>(Any feedback on sample size, process, feedback given to students, any inconsistencies . Use separate sheet if necessary) | <u>Faculty's Comment</u><br><br>(Feedback and/or actions taken by Faculty on Moderator's Comments. Use separate sheet if necessary) |
|-----------|-------------|-------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Student A | Grade 1 (5) | Grade 2 (4) | Moderated Grade 4.5 (Final Grade 5) |                                                                                                                                                              |                                                                                                                                     |
| Student B |             |             |                                     |                                                                                                                                                              |                                                                                                                                     |
| Student C |             |             |                                     |                                                                                                                                                              |                                                                                                                                     |
|           |             |             |                                     |                                                                                                                                                              |                                                                                                                                     |
|           |             |             |                                     |                                                                                                                                                              |                                                                                                                                     |

---



---

Faculty Signature

Date

\_\_\_\_\_  
\_\_\_\_\_

Internal Moderator's Signature

Date

\_\_\_\_\_  
\_\_\_\_\_

PH's Signature

Date

**Policy Title:****3.w Academic Integrity****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

EP03WPO-02

**Responsible:**Vice-Chancellor

---

**Purpose**

City University Ajman (CUA) adheres to the highest standards of academic integrity throughout the educational experience. Students who violate the standards of academic integrity face severe disciplinary consequences.

A student of integrity is expected not to support, encourage, or protect others involved in academic dishonesty in any form. They should discourage other students from engaging in dishonest acts. All students should realize the necessity of relying on their personal efforts, as it represents the student much better than effort taken from someone else.

Faculty members are responsible for fostering a culture of creative honesty, freedom, and intellectual expression for all students. Promoting and cultivating an environment of integrity enhances the responsibility and upholds the reputation of the University and its students..

The Policy describes the rights and responsibilities of all members of the university community so that everyone understands their rights and responsibilities as well as the necessary procedures to follow in case of academic dishonesty violations.

The purpose of this Policy is to:

1. Clarify the University's position and expectations regarding academic integrity.
2. Outline the procedures that must be implemented to clarify the process in the event of a violation.

**Scope**

This policy applies to all faculty members, staff, undergraduate and graduate students of City University Ajman.

**Definitions:**

**The University:** City University Ajman (CUA)

**Examination:** An instrument established or managed by the university to evaluate the skills and knowledge acquired by the student as well as their ability to achieve the learning outcomes at any stage of the education process or for the purpose of verifying compliance with admission requirements at the university.

**Examination Halls:** The location designated by City University Ajman for conducting the examination.

**Violation of the Examination System:**

To commit any act that impedes or disrupts the work of the examination panels or the conduct of examinations, whether inside or outside the examination hall, and it is feared that such act might affect the proper conduct of the procedures or results. of the examinations

**Plagiarism:** The use of the ideas, expressions, or work of another person with the intention of presenting these materials as their own.

**Cheating:** Obtaining or attempting to obtain, giving, or leaking information related to the questions, answers, or content of the examination through illegitimate means, including the hacking of the electronic examination systems, or the falsification of the examination results, or a student's possession and use of any information technology or others means that are not authorized at the examination halls.

**Persons in Charge of the Examinations.**

Individuals working at the examination panels, supervisors and staff in examination halls, those responsible for monitoring and invigilating in examination halls, question with model answer setters, and those involved in the printing of exams, their assessment and grading.

**Written Exams:** Written exams include quizzes, test I and test II, midterm exams and final exams. These exams aim to assess the student's ability to acquire knowledge according to the academic level of the programs, at the seventh level of QFE for bachelor's programs, the eighth level for diplomas, or the ninth level for master's programs. These exams include questions that measure the student's ability to logically analyze the information taught in various courses.

**Oral Exams:** It is one of the assessment tools through which a number of questions are verbally directed to the student, aiming to measure the student's ability to speak about their perspective and present it without writing. These questions allow a faculty member to assess the student's level of understanding of the related course learning outcomes and their ability to engage in objective discussions based on scientific foundations. Oral



exams at the college are conducted by committees formed by the Academic departments; and the oral exam committee should consist of two or more faculty members.

**Practical Exams:** This assessment tool aims to measure the student's ability to practically apply the theoretical information received in lectures. This is done through a series of steps that assess the student's ability to deal with situations and variables that they may encounter in their practical life.. The focus of the faculty member is not solely on the result that the student achieves from the practical applications in the exam, but also on evaluating the steps taken by the student in the application. This approach ensures fairness and objectivity in the assessment process.

## References

|                                      |                           |
|--------------------------------------|---------------------------|
| Rules for calculating student grades | Policy No EP03KPO-03      |
| Rules of awarded incomplete grade    | Policy No ST06APOIPO-01   |
| Rules of Calculate the Students' GPA | Policy No: ST06APOIPO-02  |
| Rules of Retest                      | Procedure No: EP03IPR-01  |
| Faculty Roles and Responsibilities   | Policy No: FS05APO-06     |
| Penalties for Academic Dishonesty    | Procedure No: EP03W1PR-01 |
| Student Attendance Policy            | Policy No: ST06APONPO-01  |
| Revocation of Degrees                | Procedure No: EP03W2PR-01 |

## Policy statement

As an institution of higher learning, City University Ajman is committed to the educational development of its students as responsible individuals. . Accordingly, City University Ajman is accountable to all those it serves and its regulatory and compliance bodies. City University Ajman has a prioritized interest in promoting personal integrity and ensuring the authenticity of the credentials of its graduates.

City University Ajman is similarly mindful that the professions, businesses, and industry are concerned with ethical behavior as much as the professional practice of their members and employees. Therefore, City University Ajman students preparing for professional careers and leadership roles based on responsibility, and trust, must observe and be guided by the highest standards of personal integrity both in and out of the classroom.

In order to ensure achieving a high level of academic integrity, the university is committed to implementing this policy, which includes the commitments of students, its administrative

units, and faculty members, and procedures that ensure a fair investigation of any violations of academic integrity standards.

#### **A. Student Integrity**

The expectations of the University concerning academic integrity are reflected in, but not limited to, the following:

1. Students are expected to attend all classes, arrive on time, actively participate in activities, and remain for the entire class period. Absences are only acceptable in the case of emergencies and for legitimate reasons. Students must notify instructors in advance. Students must adhere to the student attendance policy referenced above.
2. Unless the course instructor specifies otherwise, all examinations and other assignments must be completed by the student alone. Inappropriate assistance of any kind is not allowed.
3. Regarding the exams, this means that no assistance is to be given to or received from others; no books, notes, mobile phones, iPods, calculators, or any other materials or devices of any kind are allowed to be consulted;
4. In case the student has permission to use a calculator or other hand-held electronic device for mathematical calculations, no other information may be programmed into or retrieved from the device.
5. Assignments prepared outside the class must include appropriate documentation for all borrowed ideas and expressions. The absence of such documentation constitutes "plagiarism," which is the use of the ideas, expressions, or work of others without proper acknowledgement and presenting such materials as one's own. If a student purchases a paper or submits a paper, a computer program, or a drawing, he/she may claim it to be his/her own when he/she did not write it.
6. Collaboration means working together. Many classes emphasize working with a partner or in groups. Permission from the professor to "work together" on an assignment, project, or a research paper is not a permission to violate integrity rules by simply obtaining answers from someone else or submitting another student's work as one's own. Unless the instructor specifies otherwise, all work submitted for a grade is assumed to be the result of the student's understanding and, therefore, expressed in the student's words, calculations, computer code, etc. When a student's work is identical or very similar to someone else's when individual variations in expression would be expected, it is reasonable for the instructor to conclude that academic misconduct has occurred.

7. Online assignments are subject to the same integrity standards that apply to regular classroom assignments.
8. Submitting the same assignment for a second class violates the assumption that every assignment advances a student's learning and growth. Unless explicitly allowed by the instructor of the other course, submitting an assignment that has already been submitted for another class is a form of academic misconduct. This is also known as self-plagiarism or recycling work.
9. Assisting someone else in cheating, for example, by doing their work on their behalf, is a violation of academic integrity. So is providing someone with a paper or homework, or any other form of help, where the student knows, or reasonably should know, that the other student will use it to cheat.
10. Attempting to cheat is an academic misconduct, even if the attempt is discovered before completion. For example, possessing unauthorized notes during an examination is considered academic misconduct, even if they are not used. Seeking assistance from others in cheating is also academic misconduct, even if no one responds, and cheating does not ultimately occur.
11. Stealing or destroying the work of other students is considered a violation of academic integrity if the action is expected to result in an academic advantage for oneself. The same applies to unauthorized access to faculty members' offices, email accounts, or course management services to change grades, access examinations, or gain an inappropriate academic advantage.
12. Interfering with the proper functioning of Academic Integrity is also a code violation. For example, threatening or bribing someone is a violation to prevent them from reporting misconduct or providing testimony in a hearing. It is also a violation to interfere with the investigations of the integrity council or lie to an investigator or another official. Violations of student conduct may also apply to such behavior.
13. If a student is absent from the final exam, they will receive a zero on the exam and automatically fail the course and/or level, unless they have permission from the university vice chancellor's office.
14. If a student receives permission from the Vice-Chancellor's office to take final exams at a later time, they will receive a temporary grade of "Incomplete" and they are required to pay the necessary fees and complete all final exams on the specified dates. If they fail to attend the exam/s, they will receive Zero marks in the exam/s and automatically fail the class and/or the level.
15. The student is not allowed to share examination answers with others for the purpose of cheating, and they should not intentionally or unintentionally share leaked answers.

16. Academic dishonesty or cheating includes the act of obtaining or attempting to obtain credit for academic work through the use of any dishonest, deceptive, or fraudulent means. Cheating at City University Ajman includes but is not limited to:

- a. Copying, either partially or entirely, from another person's exam or assignments, worksheets, lab reports, essays, summaries, quizzes, etc.
- b. Copying examinations and quizzes, partially or entirely, unless approved by the instructor.
- c. Submitting work previously graded in another course unless approved by the course instructor.
- d. Submitting work simultaneously in two courses unless approved by both course instructors.
- e. Electronic communication (unless approved by the instructor) during examinations with the intent to seek or provide answers.
- f. Attempting to present the student's work, materials, or papers that have been purchased or downloaded from the Internet.
- g. Violating discipline-specific health, safety, or ethical requirements to gain an unfair advantage in the lab(s) or clinical assignments
- h. Any other act of fraud or falsification, including aiding or abetting in any of the specified procedures.
- i. Claiming credit for a group project or paper when the individual student contributes little or nothing to the group's product.
- j. Accessing reference documents during an exam or quiz unless approved by the course instructor.

#### **Students Entering And Leaving Examination Halls.**

1. When entering the examination hall, students must not possess any electronic device including smartphones, earbuds, or any other communication devices.
2. To take the examination, a CUA student must present their university-issued ID card or any other acceptable identification document to the invigilator before entering the examination hall.
3. The invigilator will not allow the student to enter the examination hall fifteen minutes after the start of the examination.
4. The Invigilator will not allow the student to leave the examination hall only after 50% of the examination time has passed.
5. The Invigilator will not allow the student to go to the restroom during the exam. Exceptions require prior permission from the university administration.

#### **Serious Violations Related To The Examination Process**

The following are some of the serious violations related to examination processes at CUA:

1. Any unauthorized electronic communication by the student during examinations with anyone.
2. Anyone promoting or advertising cheating among students.
3. Anyone sharing examination answers through any electronic device.

4. Anyone writing, publishing, promoting, transferring, or leaking information related to the questions, answers or content of the examination, in any manner, for the purpose of cheating or violating the examination system at CUA.
5. Impersonation of a student for the purpose of taking the exam on their behalf.
6. Drawing or writing on any material other than exam papers provided during examination.

#### **Attempts To Cheat Related To The Examination Administered By Cua**

1. Attempts to cheat are considered a violation of the university's examination system, even if the attempt is discovered before it is fully implemented.
2. Possession of unauthorized notes, mobile phones, or any other electronic devices during the exam is considered an attempt to cheat ,, even if they are not used.
3. Seeking help from someone to cheat during the examination, even if no one responds and no cheating occurs, is considered an attempt to cheat.
4. Engaging in unauthorized collaboration with fellow students on work submitted for assessment is strictly prohibited.
5. The unauthorized removal or attempting to remove any examination-related material, including question or answer papers, from the examination room is strictly prohibited unless explicitly authorized.

#### **Cheating Discovery after Completion of the Examination**

1. In case an actual cheating or an attempt to cheat is discovered after the completion of the examination, the involved student is not absolved of the accountability for breaching academic integrity. Following the established procedures, the student is referred to an investigation committee for actions.
2. In case of suspicion after the examination while a faculty member is grading the exams and there is evidence of cheating or an attempted cheating, the faculty must refer the matter to the investigation committee following the procedures if there is sufficient evidence. The evidence may include, but is not limited to, similarities in essay question answers among students, documented evidence of cheating by the student, evidence of external assistance, and evidence of collusion with others in attempting to cheat.

#### **Plagiarism in Submissions from Research Activities**

If plagiarism is suspected in any submission of work, including but not limited to research activities, research reports, practical training or field reports, assignments, or graduation projects, the faculty must follow the established procedures and report the student to an investigation committee for action.

#### **Noncompliance in the Examination Hall**

Students are expected to comply with the set guidelines and instructions specified by the invigilators in the examination hall. When a student not adhering to the conduct of the examination hall, which includes, but is not limited to, not following the instructions of the invigilator, refusing to handover answer sheets when requested by the invigilator, and leaving the examination hall without permission, then following the established procedure, the invigilator must report the student to an investigation committee for necessary actions.

### **Breaches of Academic Integrity Process**

Students who violate academic integrity will be subject to sanctions at the discretion of the instructor and may take one of many forms. Examples of sanctions include a written reprimand, imposing a penalty on an assignment or exam, or an "F" grade for the assignment, exam, or course. If the instructor assigns an "F" grade for the course, the student will not be allowed to drop the course. If the student believes the sanction was unjustified, the student can appeal following established procedures. All breaches of academic integrity will be reported to the university Vice-Chancellor. Upon recommendation of the instructor or at their initiation, the Vice-Chancellor may decide on a course of action.

The student will be informed of any academic integrity violation by a faculty member within three academic working days of the faculty member becoming aware of the violation. The faculty member will notify the student using the "Academic Integrity Violation Reporting form." The student will have three academic working days to communicate any disagreement with the information reported in the notification to the faculty member. In response to this communication, the faculty member may modify or retract the form.

The Office of Student Affairs will retain all such reports.

## **B. Faculty Integrity**

City University Ajman ensures that all faculty members share the same understanding of academic integrity as a first step to ensuring their engagement and commitment.

### **General Guidelines**

A faculty member must be familiar with the following:

#### Awareness

1. All faculty members must be familiar with the Academic Integrity Policy.
2. No faculty shall discriminate against any person based on race, color, religion, national origin, age (within the limits of UAE labor laws), disability, ethnic group, or gender in any actions they undertake.

3. Faculty members must ensure that students are familiar with the policy by including and discussing academic integrity in the syllabi, ensuring that students have a full understanding of what is expected of them and providing guidance for academic courses.
4. Faculty members must ensure that students understand academic misconduct and its possible consequences.
5. Faculty members must demonstrate academic integrity within their teaching practices and serve as role models for their students.
6. Faculty members must adopt a fair and consistent approach to identify and investigate possible cases of academic misconduct and actions to address substantiated allegations of academic misconduct.

#### Curriculum Development and Syllabi

1. Faculty members must prepare and provide students with a clear and comprehensive syllabus that describes course expectations, guidelines, and performance standards at the beginning of each semester.
2. Faculty members must design assessment tasks and learning activities in a manner that supports the development of the skills necessary to demonstrate academic integrity and minimize opportunities for academic misconduct.

#### Course Delivery

1. Faculty members must conduct classes at the scheduled times with punctuality and follow the approved class schedules.
2. Faculty members must ensure not to introduce into teaching inappropriate matters unrelated to the course topics.
3. Faculty members must take appropriate steps to ensure that required books and other course materials are accessible to students.
4. Faculty members must foster a classroom environment where all students are treated courteously and respectfully.
5. Faculty members must manage the workload required to complete all the assignments in a course so that students can allocate their time effectively to complete their assessments.
6. Faculty members must be available to students for academic consultation during the announced office hours.

#### Assessments

1. Faculty members must ensure that the exams cover all the required CLOs, and that questions are not repetitive, and include an appropriate rubric.
2. Faculty members must provide clear guidelines for group work and make clear distinction between group work and individual work.

3. Faculty members must provide timely and honest feedback to students on their assessments.

### **Preparing Students For Tests And Fairness of Assessment Methods**

Faculty members must adhere to the following to prepare students for tests and fairness of assessment methods.

1. Provide examples of assessment processes and exam questions to the students throughout the semester.
2. Emphasize the importance of brainstorming and presenting compelling arguments in presentations, assessments and examinations.
3. Discuss samples of short and long questions and familiarize the students as to effectively respond in an exam setting.
4. Deliver the course in accordance with the study plan by ensuring that the external resources (Faculty) and the recommended readings (Students) align with the weekly scheduled topics.
5. Prepare the course teaching material and deliver to the students, taking into account the relative weights of the course learning outcomes.
6. Emphasize the adherence to the due dates for all assessment tools with allowed flexibility for emergency and justifiable situations.
7. All faculty members teaching multiple course sections must meet at the beginning and end of the semester to streamline the assessments that are fair to all the students.
8. Announce all assessment results before the final exam, including the midterm exam, quiz, test, and class work.

## **C. Examination Integrity**

Examination integrity is part of academic integrity at CUA.

### **Notification**

Upon being aware of any violation of the provisions of the Examination system anyone, including faculty members, or administrative staff at the university must inform the suspicion of violation to the Exam Committee member.

### **Reporting to the Appropriate Judicial Authorities**



The university takes the necessary measures to report to the appropriate judicial authorities in case it is suspected that the violations committed need such a referral, especially if there are people outside the university who help students commit cheating during exams.

### **Complicity in Academic Dishonesty**

The Complicity in Academic Dishonesty includes, but is not limited to:

- Willfully providing answers during an exam, test, or quiz.
- communicating with another student through a computer, mobile phone, or other devices during the exam
- providing a student with an advance copy of a test
- leaving inappropriate materials at the site of an exam or test.
- doing an assignment for another student.
- designing or producing a project report for another student

### **Exam Cell**

The university has established a room for the examination administration equipped with the latest technical devices to assist the examination committee in performing its various tasks, whether the exams are conducted on campus or online. The room is equipped with television screens to monitor the progress of exams in different halls and communication tools used to address any obstacles that may impede the examination procedures.

1. The room must support the Distance Education Unit in carrying out tasks pertaining to electronic exam procedures.
2. The room must have all documents and information related to examination administration, including the committee distribution lists, student numbers in sections, and the names of the course instructors and invigilators. The room coordinates between academic and administrative departments, the examination and control committee, and the Distance Education Unit.

### **The Exam Control Room**

1. The Examination Control room is a secure facility established by the City University Ajman. Its purpose is to organize the process of receiving, storing, and archiving students' answer sheets after correction and verification, ensuring adherence to the academic integrity standards and grade accuracy. Evidence from the control room is used in cases of students' complaints or grievances.
2. Control room members establish organizational procedures that guarantee the confidentiality of dealing with answer sheets from the time they are received from faculty members until they are preserved in the central archive.

## **Control Room Membership**

In addition to the Head of the Examination Control committee and the Deputy Head, the Control room consists of seven faculty members from different departments. The following criteria are considered when shortlisting the control room members:

1. They are not subject to any disciplinary action or procedures taken.
2. They have maintained the confidentiality of the work and related duties in the past.
3. They do not have any relatives at any stage of study at the university

## **D. Roles and Responsibilities**

### **Roles of Individuals responsible for Examinations**

The roles of the individuals responsible for examinations has been provided in the definition section above. Their roles are as follows:

1. Raising students' awareness at the Examination Halls about the importance of adhering to regulations, instructions, and general guidelines. Organization and monitoring of examination halls and providing suitable conditions to ensure the smooth conduct of examinations.
2. Detect any cases breaching the controls of the Examinations that are committed before, during, and after the exams, and implement the procedures mentioned in this document.
3. Refrain from providing any assistance to the Students at the Examination Halls regarding answering the questions thereof.
4. Refrain from carrying out any act that enables the students to violate the Examination System.

### **Role of the Examination Committee**

The Examination Committee is responsible for the following tasks:

1. Developing the rules for organizing examinations.
2. Submit periodical reports about the exams to the academic council
3. Follow up on the implementation of examination procedures and follow up on the implementation of each of those responsible for his duties according to the nature of his job.
4. Compares the evaluation methods for measuring student performance, as necessary, with international standards for best practices.
5. Prepares examination incident reports on cheating incidents (if any) and any reports related to examination, inspection, assessment, and auditing for presentation to the University administration for appropriate measures.

6. Setting examination dates and the number of exams held daily.
7. Determines human resource needs to conduct examinations at the university during each semester.
8. Coordinates with the registration department regarding the preparation of the examination schedule.
9. Determines the date for sending a proposal for examination schedules from the academic departments of the university to the Registration Department for the final schedule.
10. Remains present in examination halls to address issues faced by students and ensure the adherence to testing procedures
11. Takes the necessary measures to combat cheating and the violations of the examination system, especially the following:
  - a. Continuously raising awareness among students about cheating procedures, ways to combat it, and the violations of the examination system.
  - b. Establishing effective mechanisms for detecting cases of cheating and violations of the examination system, along with implementing necessary procedures to combat them.

### **Role of the Distance Education Unit in Exams**

The roles of the Distance Education unit are to:

1. Ensures that the smart applications that the college uses for exams, including Moodle and Respondus, are working smoothly and successfully before, during, and after exams.
2. Prevents digital cheating methods, monitors cheating cases, and acts appropriately by investigating the cheating incident.
3. Provides the necessary technical support to faculty members regarding exam settings on smart programs, invigilation work, and electronic marking of exams.
4. Verifies exam settings conducted by faculty on smart applications.
5. Provides appropriate support to students regarding taking online exams, including training them to use exam programs and addressing the problems they face during exams.
6. In cases of remote examinations conducted within the university, where the exams take place from within the examination rooms, the Distance Education Unit ensures the provision of WIFI for students, charging devices, and power sources. The unit also provides a number of laptops to address any emergency situations.

### **Roles of the Control Team Members**

The head of the control team distributes the work among the team members, so that each member is responsible for receiving, keeping, and archiving exam answer sheets for each program within the academic programs.

The duties of the control team members are as follows:

1. Determining the dates of their presence in the control room according to a specific schedule announced to members of each college to facilitate the receipt of the answer papers.
2. Receiving the class schedules for the departments that conducted examinations each semester from the Registration Department.
3. Preparing periodic reports on the status of receiving and delivering class schedules to the Head of the Control room, monitoring the delivery process with the heads of the College.
4. Receiving examination answer sheets and approved grade sheets, according to the specified programs for each member, ensures the number of papers received according to the number of received papers matches the specified number of students in the grade sheet.
5. Preserving and archiving students' answer sheets in a way that facilitates easy retrieval.

#### **The Role of the registration department in the examination system**

1. Determining the halls where exams are held according to the number of students and the capacity of each hall.
2. Preparing the examination halls and printing the committee report forms.
3. Printing class schedules and distributing them to the committees before the exam dates.
4. Preparing students' seat numbers and distributing them to the examination seats.
5. Preparing statistical data for the number of students eligible to take the exam in each section after removing withdrawn students or those prohibited from taking the exam for any reason. Preparing general exam schedules at the university level in coordination with the college.
6. Announcing the exam schedules to students well in advance of the examination dates on the university's website.
7. Receiving invigilation schedules from the colleges and the examination committee, preparing a comprehensive university-wide invigilation schedule, and announcing it to the faculty members.
8. Identifying clash cases.
9. Providing the logistical needs necessary for the examinations in the main halls or the classrooms.

10. Monitoring any potential shortcomings or deficiencies in the examination performance plan and notifying the examination committee to take the necessary actions.
11. Preparing guiding boards for the examination halls and displaying them in visible areas on the college campus to guide students during their attendance for exams..
12. Being present in front of the examination halls to address students' issues regarding registration or eligibility to enter the examination in coordination with the examination committee.
13. Securing signatures from all registered students at the City University Ajman, along with an acknowledgment of receiving the academic integrity policy and its associated procedures, to ensure that all students are aware of the details of the academic integrity policy and related procedures.

### **Invigilators in Examination Halls**

Faculty members in the role of invigilators must adhere to the following:

1. The course instructor must be present during their exam, even if without an assignment as an invigilator.
2. Be present inside the examination hall twenty minutes before the exam starts.
3. Verify the identity of the students present for the exam, according to their names, and university identification numbers, and eligibility to sit in the exam.
4. Ensure that students do not carry any smartphones or any potential cheating devices.
5. Regulate the examination hall in accordance with the procedures set by the examination committee and approved by the college administration.
6. Reflect the seriousness of invigilation during exams.
7. Ensure that the information written by the student on the answer sheet (student name and ID number) matches the details provided in the section's roster.
8. Assist students in finding their seats in the examination hall.
9. Creating a conducive environment for students to answer exam questions calmly.
10. Accepting students' complaints and feedback on exams objectively and calmly, and presenting them to the examination committee for review.
11. Responding to students' inquiries regarding exam questions without disclosing the content of the answer and without disturbing the calmness in the examination hall.
12. Notifying the examination committee of cheating cases discovered before leaving the examination hall.
13. Taking attendance after the midpoint of the exam time, identifying the names of students absent from the exam, and documenting them in the examination committee's report.

14. Ensuring the collection of answer sheets after the conclusion of the exam, counting them accurately, and storing them in an envelope labeled with the section details and the number of students.
15. In case of the need for inspecting the student, the inspection must be conducted by at least two faculty members, depending on the type of student.

## **E. Penalties**

### **Types of Penalties**

In the event of violating the rules of the examination system at the university, , the student is subject to appropriate disciplinary measures as determined by the investigating authority, including: :

1. Issuing a warning to the student.
2. Withholding the exam score related to the cheating incident, with the consideration of scores from other course examinations.
3. Deprivation of grades for all course examinations related to the cheating incident.
4. Deprivation from registering for courses for one academic semester, which is the next semester following the issuance of the penalty decision. During this semester, courses taken by the student outside the university are not considered.
5. Deprivation from registering for courses for two academic semesters, which are the two semesters following the issuance of the penalty decision. During these semesters, courses taken outside the university are not considered.
6. Dismissal from the university, allowing the student to obtain a transcript for the courses studied.

The penalty for depriving a student from registering for one or two semesters applies only to the Fall or Spring semesters and excludes the Summer semesters.

Any of the penalties stipulated in this policy will not be imposed on a violation that occurred two academic years ago from the date of discovery without initiating an investigation.

Combining two or more penalties stipulated in this regulation is permissible.

The most severe penalty is imposed in the case of a repeated violation.

Penalty decisions are recorded in the student's file at the Student Affairs Department. A copy of the decision is provided to the student's guardian and the applicable scholarship-granting entities.

The Registration Department maintains all imposed disciplinary measures in the student's record, documenting them in his/her grade report, which is clearly stated when providing any documentation.

A penalty stipulated in this regulation must be imposed only after conducting an investigation, and review of the final report from the investigation.

### **Student Responsibility to attend the investigation**

The investigation committee shall determine the dates for the student to appear to be questioned about the incidents attributed to him. If the student fails to appear on the scheduled date and time without an acceptable excuse for the investigation committee, the student's rights to the hearing shall be forfeited. In such cases, the penalty shall be rendered in absentia.

The student shall not be punished for a single violation by multiple disciplinary authorities.

### **Appeals**

1. The student has the right to appeal penalty decisions by submitting a request for reconsideration of the incident under investigation to the Student Affairs Department.
2. If the student does not submit an appeal to the Student Affairs Department within seven days from the date of issuance of the penalty, the disciplinary decision issued against the student is considered final.

### **Formation of investigation committees**

1. Investigation committees shall be formed from:
  - a. Faculty member from the College of Law.
  - b. A representative of the Student Affairs Department.
2. Investigation committees are formed by the decision of the Vice-Chancellor.

### **Authorities of Investigation Committees**

1. Investigation committees are responsible for investigating students regarding incidents referred by the Vice-Chancellor, the Deans of the Colleges, or the Head of the Examinations Committee.
2. The Investigation Committee shall recommend the penalty it deems appropriate from among the penalties contained in these regulations.

3. The investigation committee has the authority to summon relevant witnesses regarding the incidents being investigated, which may include students, university staff, or faculty members.

### **Disciplinary Council and its Authority**

1. A disciplinary council shall be formed from:
  - a. Vice-Chancellor - Chair.
  - b. Quality Assurance Department Director.
  - c. Dean of the college of Law .
  - d. Head of the examination committee.
  - e. Head of Student Affairs
2. The President forms the Disciplinary Board.
3. The term of the Disciplinary Board shall be for one year from the date of its formation.

The Authority of Disciplinary Board will be:

1. The Disciplinary Board is responsible for investigating any incident involving a violation of the provisions of this regulation. Referral to the Disciplinary Board is made by a decision of the University President.
2. The Disciplinary Board has the authority to investigate any university employee or students addressed by these regulations in provisions.
3. The Disciplinary Board has the authority to investigate any incident referred to it by the University President, which involves suspicion of committing any violation of any of the policies or decisions issued by the University.
4. The Disciplinary Board recommends the appropriate punishment only from among the disciplinary measures stipulated in this regulation.

### **Document History**

*Approved: Board of Trustees, Nov 2021*

*Approved: Board of Trustees, June 2024*



**Procedure Title:****Academic Integrity Procedure****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03W1PR-01**Policy Reference:** EP03WPO-02**Responsible:** Vice-Chancellor/Head of Student Affairs

---

**Purpose**

The purpose of this procedure is to implement the Academic Integrity Policy.

**Scope**

This procedure applies to all employees at City University Ajman.

**A. Procedures for Preparing a Cheating Case Report**

1. In the event that a student is caught cheating during an exam or disrupting the required atmosphere and order in the examination hall, or violating the university's examination system. In that case, the invigilator will prepare a cheating report on the incident detailing what happened.
2. The faculty member requests the student to submit their answer sheet and leave the examination room after signing the report.
3. If the student refuses to comply with the faculty member's request to leave the examination hall or refuses to submit their answer sheet, the faculty member must note this in the report prepared. In such a case, the student is attributed a violation of the examination system, in addition to attempting to cheat during the exam.
4. The faculty member submits the cheating incident report and the student's answer sheet to the staff responsible for monitoring investigations in the Student Affairs Department.
5. The faculty member shall attach to the cheating incident report any tools found with the student, if applicable.
6. The faculty member receives from the Student Affairs staff confirmation of the submission of the student's answer sheet and its attachments.
7. In the event that Deans of Colleges and members of the university examination committee detect any student attempting to cheat while passing through examination halls, they shall notify the faculty member responsible for invigilation. , The invigilator then prepares a cheating report in accordance with the procedures stated in this article.
8. The Student Affairs staff member responsible for monitoring the report coordinates with the appointed faculty member to conduct the investigation and determines the schedule for the inquiry.

9. The investigation is conducted in person at the College of Law at the university.
10. In case there is an obstacle preventing the student's physical presence, the investigation may be conducted electronically after obtaining the vice chancellor's approval.
11. The faculty member directs what is stated in the monitoring report to the students and asks them all the questions that help clarify the truth of what happened.
12. The faculty member conducting the investigation recommends the appropriate penalty in light of the provisions of this regulation and the facts discovered through the investigation, examination of the evidence, and discussion with the student.

#### Confiscation of Cheating Tools

In the event of discovering a cheating incident, appropriate legal measures will be taken to confiscate the tool used in cheating until the investigation is concluded. Referring to Incidents of Cheating Caught in The Examination Hall for Investigation

1. The Student Affairs Officer is responsible for monitoring reports and presenting the cheating report to the head of the Examinations Committee or their delegated representative.
2. The head of the Examinations Committee or their delegate is responsible for referring the cheating report for investigation.

#### Referring Cheating Incidents Discovered During Exam Paper Correction for Investigation

1. In the event of discovering an incident while correcting exams, a faculty member prepares a detailed report outlining the observed irregularities and the reason for suspecting the student of obtaining their answers through cheating.
2. The faculty member notifies the dean of the respective college and the head of the examinations committee about the incident.
3. It is the responsibility of the dean of the college or the head of the Examinations Committee to refer the incident for investigation.

#### The Penalty Decision

1. The Student Affairs staff presents the cheating report, the investigation report from the faculty member, and the recommended penalty to the Vice-chancellor.
2. The Vice-chancellor of the university decides on an appropriate penalty for the student based on the details provided in item 1.

#### Confidentiality Of Exam Process and Questions

To maintain confidentiality of the exam process and its questions:

1. The confidentiality of exam questions is the responsibility of the faculty member who sets the exam. It is their duty to take all necessary measures to ensure the confidentiality of the exams until the designated time for the examination ends.
2. Faculty members must not mention exam questions during lectures to avoid violating the principle of exam confidentiality.
3. For courses with multiple sections taught by more than one Faculty member, it is essential not to discuss the exam questions unfairly for students in other sections.
4. The faculty member responsible for teaching each section should independently print the exam papers according to the number of students registered in each specific section of the course.
5. Each exam paper is placed in a sealed envelope. The envelope must have the number of papers, section number, exam date, exam duration, exam location, and the name of the invigilator written on it.
6. In the case of an instructor being assigned to teach multiple sections of the same course, they are responsible for printing the exam papers for all sections. The exam papers for each section must be placed in a sealed envelope, on which the section number, course name and exam date (specified by day and time) are written. The instructor then hands over the sealed envelope of exam papers to the appointed invigilator for that section, according to the invigilator schedule within the exam hall, at least 10 minutes before the exam starts.

#### Procedures for Receiving and Returning Exam Papers and Answers

1. The course instructor hands over the sealed exam papers only within the designated exam room at and at the specified exam time. The faculty member must write the following details on the front page of the exam paper: course name, exam date and time, duration of the exam, the instructor's name, and the name of the invigilator. The course instructor must be present in front of the exam room 20 minutes before the start of the exam time to hand over the sealed exam papers to a control member.
2. The invigilator must be present in front of the exam room 15 minutes before the start of the exam to receive the sealed exam papers from a control member.
3. The course instructor must be present in the exam room after the start of the exam for ten minutes to answer students' queries, if necessary, and then they must leave.
4. The exam invigilator is required to hand over the answer sheets directly to one of the control room officials immediately after the end of the exam period, accompanied by an attendance list of the students. The invigilator must specify the number of answer sheets in the envelope and sign it.
5. The course instructor receives the students' answer sheets from the control room official.
6. The control room official retains the receipt and delivery forms for exam papers and students' answer sheets containing the signatures of the course instructor and the exam invigilator.

#### Procedures for the Assessment Elements that Must Be Present In Assessments

The following elements must be present in all types of scientific activities assigned to students: :

1. Clear description of the specific assessment.
2. A rubric to evaluate the student's performance. in the assessment.
3. The assessment mark distribution.
4. Due date for the assessment.
5. Informing students of the procedure through which they will submit their activities to faculty members.
6. Clearly relate the required activity topic to the course learning outcomes.
7. Specify the close relationship between the activity topic and the subject covered in the lectures,

#### Exam Preparation

To ensure the highest level of quality in examinations, faculty members commit to the following steps:

1. Exam questions must be limited to what has been actually taught in the lectures and what students have actively engaged in learning.
2. Expectations from the exam question must be clear to students based on how exam questions are written.
3. There should be a balance between the expected content of the student response and the allocated time to complete the exam.
4. If multiple faculty members participate in teaching a single course with multiple sections, they must all consult and standardize the exam questions.
5. The difficulty of exam questions should be graded to accommodate different levels of students, ensuring the highest levels of fairness in the assessment process.
6. The exam must include essays, and short-answer questions.
7. The exam questions must cover all targeted learning outcomes that are intended to be measured.
8. The level of the exam questions in Bachelor's degree programs should be suitable for the seventh level of the Emirates Qualifications Framework, and the level of the exam questions in Master's degree programs should be appropriate for the ninth level of the Emirates Qualifications Framework.
9. Consideration should be given to using correct grammar rules and sentence structure when formulating exam questions.
10. The heading of each question should be written in bold font size 16, the question in font size 14, and maintain a line and a half spacing between the lines.

#### Fairness in Correcting Exam Scripts

To ensure fairness in assessment procedures and grading students' answers, faculty members must adhere to the following rules:

1. The course instructor must commit to fairness in evaluating student's work objectively.

2. The course instructor should assess the student's work objectively. Taking exam papers outside the university campus for any reason is prohibited.
3. The overall grade for each course outcome should be placed on the cover of the exam paper. The grader's signature and the date of correction should be present on each answer sheet.
4. Writing the total grade in both numbers and letters on the cover of the exam paper.
5. Accurately entering grades into the electronic system by the grade submission deadline.
6. Submitting the course grades to the responsible entity by the grade submission deadline.
7. Handing over corrected answer sheets to the control room supervisor by the grade submission deadline.

The course instructor is prohibited from disclosing the final grades to students before the final approval and official announcement.

#### Control Work Mechanism

The Registration Department sends a statement for each semester indicating the academic sections and the number of registered students in each section to the Control Team. Answer sheets are then collected from faculty members based on the provided list.

1. The Control Team prepares the forms to receive the corrected answer sheets from the faculty members.
2. The faculty members attach exam answer sheets, along with a copy of the final exam results, and submit them to the Control Room.
3. The Control Team maintains its internal system for storing and archiving students' papers at the college level, according to various programs and specializations. Each member of the control room is responsible for implementing the storage and archiving system for specific programs.
4. Student answer sheets are handed over to the control rooms fifteen days after the date of the exams.
5. The control team retains students' answer sheets in control rooms for one year, after which they are transferred to the central storage room at the college.

In the event that the student submits a complaint or grievance, and after completing the financial and administrative procedures, the student's paper may be reconsidered by the decision of the Vice-chancellor in accordance with the procedures stipulated in this regulation.

**Procedure Title:****Penalties for Academic Dishonesty****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03W1PR-01**Policy Reference:** EP03WPO-01**Responsible:** Vice-Chancellor

---

**Purpose:**

To further clarify the University's expectations of academic integrity, and outlines the process to be followed if this academic Integrity is violated

**Scope:**

Applies to all undergraduate and graduate students going through their academic programs at City University Ajman.

**1. Penalties for Academic Dishonesty**

If a faculty member has reasonable grounds to conclude that a student has plagiarized, committed collusion, or cheated, the faculty member may choose one or more of the following options:

- Report a grade of F for the work submitted (exam or assignment).
- Report a grade of F for the course.
- Apply other disciplinary action against the student, leading to the student's suspension or dismissal from the University.

**1.1 Procedure for exams**

- The faculty member who discovers the academic integrity violation completes a report describing the disciplinary infraction incident (format is given in appendix A).
- Submit the report to the Chairperson of the Examinations Committee through the Department Chair.
- After review, the Chairperson of the Examinations Committee decides on the appropriate action to be taken 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.
- Students must not leave the examination halls before one hour of the beginning of the exams.

**1.2 Procedure for assignment – (Individual / Group assignment)**

1. The assignments/ project reports/ portfolios/manuscripts submitted by students are checked for their originality before they are graded. The similarity index of the submitted manuscript should not exceed 10 % and the percentage of plagiarism should be **Zero**. City University Ajman follows a **Zero tolerance policy towards plagiarism resulting from the use of turnitin application**.
  2. Similarity index of 10 % is not the right of the students. Even though 10 % is considered as the acceptable level of similarity index, the concerned faculty member, through a detailed analysis of the quality of student work can decide whether to accept or reject the student work.
  3. Accepting, rejecting, and resubmitting the student work will be based on the value judgment of the concerned faculty member.
  4. It is up to the faculty member's discretion to decide whether to give another chance for the student to resubmit a fresh assignment with a change in its content and style while maintaining the task as it is.
  5. Maximum one resubmission chance can be given to the student, which also will be based on the value judgment of the concerned faculty member.
  6. If the resubmitted assignment still carries the above acceptable level of 10 % similarity index, the faculty member can use his discretion to either reject the assignment or accept it with a reduction in marks.
  7. If a student wishes to appeal a faculty member's judgment, they can use the following procedure:
    - Complete and submit an appeal form to the Registrar (the appeal form is attached in appendix B) within 15 calendar days of final grade posting.
    - The Registrar submits the appeal form to the respective Department Chair. In consultation with the faculty member, the Department Chair will take up the case with the Fact-Finding ad hoc committee and then respond within seven calendar days.
1. In case of rejection of an assignment, the faculty member concerned should write a detailed report in the assessment feedback form justifying the decision along with the Turnitin similarity index report.
  1. Turnitin report is a must for all the assignments/ project reports/ portfolios/manuscripts submitted by students except numerical assignments.
  1. Regarding the numerical assignments, the concerned faculty member can conduct an oral exam/VIVA to assess the authenticity of the work submitted by the students if needed.
  1. After completing the investigation, the Fact-Finding Committee should document and forward their findings to the Registration and the Student Affairs Department to document the same in a particular student's file.

### **1.3 Fact-Finding Committee and Procedure**

The Fact-Finding Committee comprises the Department Chair of the Law Department, Chairperson of the Examination Committee, the Department Chair, the faculty member concerned, and the invigilator concerned during the examination. The role of the Fact-Finding committee is to examine the case threadbare and shall demand sufficient evidence, such as video of an online exam, camera snaps during the examination, or any other circumstantial evidence, and shall initiate further proceedings through proper

documentation. Finally, the decision of the investigation committee is communicated to the student concerned.

#### **1.4 Verification Process**

1. 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.
2. 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.
3. Students who produce what constitutes proof that the work is indeed their own, and the faculty still disagrees, the student may then submit a grievance.

#### **2. Grade Appeals**

Students have the right to appeal a final grade of any course by using the following procedure:

- Complete and submit an appeal form to the Registrar within 15 calendar days of final grade posting.
- The Registrar submits the appeal form to the responsible academic department. The responsible department will then respond within seven calendar days.

NOTE: The decision of the academic department is final.

#### **3. Change in Grade**

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:

- 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.
- The change of grade desired, together with an adequate explanation, will be submitted by the faculty member concerned to the department chair.
- If the Department Chair approves the request for a grade change, the request will be submitted to the Dean.
- If the Dean approves the request, 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.

NOTE: Forms are available in the departmental offices



**Procedure Title:****Revocation of Degrees Procedure****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03W2PR-01**Policy Reference:** EP03WPO-01**Responsible:** Vice-Chancellor

---

City University Ajman adheres to the highest standards of academic integrity throughout the educational experience, in academic writing and research. To ensure this, City University Ajman may exercise its right to revoke a previously conferred degree when it is evident that the degree has been obtained through serious misconduct, such as plagiarism or research misconduct, while enrolled in the degree program.

**Purpose**

This procedure outlines the process to be followed when a question arises as to whether a degree previously granted to a student should be revoked

**Procedure**

1. In case of an allegation, an investigation that a graduate may have obtained a degree by serious misconduct will be initiated by the HoD of the program in which the graduate was enrolled.
2. The HoD will formulate and chair an investigative Ad Hoc committee comprising of three faculty members to review the allegation and recommend to the University Academic Council one of the following: (1) no further action should be taken, (2) corrective action short of revocation is appropriate, or (3) the degree should be revoked.
3. The University Academic Council, through the Vice Chancellor submits its recommendations to the President.
4. The Alumni may appeal the decisions within thirty (30) working days after notification of the decision.
5. President's decision in the matter is final
6. City University Ajman will inform the student about the final decision.

**Document History**

*Approved: President, Mar 2022*

**Policy Title:**

**3.x Licensure Examination Results as Outcome Indicators**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** EP03XPO-01

**Responsible:** Deans, Academic; Director, Quality Assurance and Institutional Effectiveness

---

**Purpose**

This policy aims to define its process for gathering information on the performance of CUA Dental graduates in licensure examinations.

Licensure examination results and reporting serve several important purposes for academic programs. Some of the key reasons to collect, analyze, and report the licensure examination results are:

1. **Quality Assurance:** Licensure examinations ensure that individuals entering a profession have the knowledge, skills, and competence to provide quality services. These exams help maintain standards within the profession, protecting the public from unqualified or incompetent practitioners.
2. **Public Safety:** Licensure exams are especially important in fields that directly impact public safety, such as medicine, engineering, law, and aviation. Requiring professionals to pass a licensure exam helps ensure they have the expertise to make informed decisions that don't compromise public welfare.
3. **Professional Credibility:** Licensure exams lend credibility to professionals by validating their qualifications and abilities. Passing such an exam demonstrates to employers, clients, and colleagues that the individual possesses a certain level of expertise and can be trusted to perform their duties competently.
4. **Standardization:** Licensure exams help standardize the knowledge and skills required in a specific profession. This standardization helps ensure consistency and uniformity in the quality of services professionals provide across different geographical locations.
5. **Accountability:** Licensing boards and regulatory bodies can use licensure examination results to hold professionals accountable for their performance. If a licensed professional's actions lead to negligence or malpractice, their exam results can be used as a benchmark to assess their level of competence.
6. **Continuing Education:** Some professions require individuals to undergo continuous professional development to maintain their licensure. Examination results and reporting can help identify areas where professionals may need additional training or education to stay updated with the latest developments in their field.
7. **Data Collection and Analysis:** Licensure examination results provide valuable data for analyzing trends in the performance of individuals taking the exams. This data can

help identify areas of strengths and weaknesses in the education and training programs, allowing for adjustments to curriculum and exam content.

8. Career Advancement: Licensure examination results can play a role in career advancement opportunities. Professionals who achieve high scores may have a competitive advantage when applying for jobs or seeking promotions within their field.
9. International Recognition: In some cases, passing a licensure exam can facilitate international recognition of qualifications. Professionals who wish to work in other countries may need to present their exam results as part of the credentialing process.
10. Transparency and Accountability: Publishing licensure examination results can promote transparency in the process and hold regulatory bodies accountable for maintaining fair and unbiased testing procedures.

Licensure examination results and reporting are essential for maintaining standards, ensuring public safety, validating professional expertise, and promoting accountability in various fields. These processes contribute to the overall integrity and credibility of professions and the professionals who work within them.

**Scope:**

This policy applies to all graduates of the BDS program who appear for national and International licensure examinations.

**Policy:**

It is the policy of the City University Ajman to gather information on the performance of its graduates in all required licensure examinations and notify the appropriate regulatory and compliance agencies of the outcomes.

The following program-specific information will be considered in implementing the policy.

**Bachelor of Dental Surgery**

General Practitioner Dentist (GP): A GP title is issued to dentists who have completed a basic dental degree followed by the required years of training and/or clinical experience. A GP is also a healthcare professional who should be able to evaluate, diagnose, prevent and/or treat (non-surgical, surgical, or related procedures) diseases, disorders, or conditions of the oral cavity within the scope of her/his education, training, and experience.

**Core Competencies:**

A CUA Dental graduate shall demonstrate the following core competencies:

1. Manage oral health of infants, children, adolescents, and adults, as well as the unique needs of women, geriatric, and special needs patients.
2. Prevent, identify, and manage trauma, oral diseases, and other oral disorders.
3. Obtain and interpret patient/medical data, including a thorough intra/extra oral examination, and use these findings to assess and manage patients accurately.

4. Recognize the manifestations of systemic disease and the effect of the systemic disease and its management on the delivery of dental care.
5. Formulate a comprehensive diagnosis, treatment and/or referral plan for the management of patients. Diagnose and treat various oral diseases and conditions and their related structure after providing the patient with comprehensive management options and their consequences.
6. Follow a proper case-selection assessment based on diagnosis, treatment, and patient considerations (e.g., patient's medical condition, radiographic difficulties, morphological difficulties).
7. Prescribe, take, process, and interpret intra/extra-oral dental radiographs.
8. Diagnostic and administer local anesthesia associated with dental procedures related to soft tissues around the dentition.
9. Prescribe special tests (hematological and radiological) during dental treatment as and when required.
10. Diagnosis and management of TMJ Disorders.
11. Provide passive space maintainers when required.
12. Perform vital pulp therapy such as pulp capping and root canal treatment with appropriate case selection.
13. Prepare hard and soft tissues and/or place dental materials for the purpose of either temporary or permanent restoration, replacement of tooth structure or the rehabilitation of the dentition.
14. Perform procedures for the purpose of construction, fitting, adjustment, repair or renewal of dentures or corrective dental appliances.

#### Dental Licensure Examination Eligibility

In the UAE, the eligibility for applying for a licensure examination in Dentistry are:

1. Dental graduates must hold one of the following three degrees:
  - a. BDS (Bachelor of Dental Surgery)
  - b. DMD (Doctor of Dental Medicine)
  - c. DDS (Doctor of Dental Surgery) – For International Graduates
2. For dental graduates from UAE dental colleges/universities, the program and the university must be accredited by the Commission for Academic Accreditation under the Ministry of Education (MOE).
3. All dental graduates must complete one (1) year i.e. 12 months of Dental Internship after attaining their dental degree, which must be accredited by the Ministry of Health and Prevention (MOHAP).

#### Licensure Examination Authorities in the UAE

##### *DUBAI HEALTH AUTHORITY (DHA):*

There is a need to obtain a DHA license for every Healthcare professional who needs to keep the clinical practice in any healthcare facility within the DHA jurisdiction (Dubai), which was always valid during their practice. DHA license requirements will depend on unified licensing

guidelines and based on the DHA exam, i.e., the DHA license exam will give the license to the healthcare professionals who qualified in that exam.

#### *MINISTRY OF HEALTH AND PREVENTION (MOHAP):*

For every healthcare professional in UAE, who is willing to work in hospitals or any healthcare centers in Sharjah and Other Northern Emirates (Ras al Khaimah, Fujairah, Umm al Quwain, Ajman), the Ministry of Health and Prevention (MOHAP) will issue licenses. The MOHAP exam for MOHAP license UAE was the entrance exam every healthcare professional needs to qualify for the license. MOHAP license permits every medical professional to work in the medical field in 5 other emirates in UAE.

#### *DEPARTMENT OF HEALTH/ HEALTH AUTHORITY OF ABU DHABI (DOH/HAAD):*

HAAD license will authorize a GP Dentist to provide professional healthcare practice in Abu Dhabi. HAAD Licensing is very important to deliver high standards of healthcare services. So initially, there is a need to know about HAAD licensing requirements such as HAAD exam i.e. HAAD license exam for different healthcare professionals. After fulfilling all requirements, healthcare professionals with different specialties are able to get a license to work in the Emirate of Abu Dhabi. The license should be current & valid during their clinical practice.

#### International Licensure Examination Agencies

##### *AMERICAN DENTAL ASSOCIATION (ADA):*

In the United States., licensure requirements are set by the state board of dentistry, also known as the Board of dental examiners or licensing board. Although requirements vary from state to state, all dental licensure applicants must meet three basic requirements: educational, written examination, and clinical examination.

##### *AUSTRALIAN DENTAL COUNCIL (ADC):*

The assessment process is for overseas qualified dentists with qualifications that do not meet the requirements for registration with the Dental Board of Australia. It is designed to assess your knowledge, judgment, clinical skills, and professional competence. The examination involves three stages: Initial assessments, written examination, and practical examination.

##### *OVERSEAS REGISTRATION EXAM (ORE):*

The Overseas Registration Exam (ORE) is an exam overseas-qualified dentists must pass to register with the GDC. Registration allows dentists to practice dentistry unsupervised in the UK.

#### **Document History**

*Approved: Board of Trustees, August 2023*

**Procedure Title:**

**Bachelor of Dental Surgery Licensure Examination Results and  
Outcome Indicators Evaluation Procedure**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** EP03XPR-01

**Policy Reference:** EP03XPO-01

**Responsible:** Dean, College of Dentistry

---

**Procedure**

The following process will be used to collect licensure examination results and analyze and prepare reports for further processing.

Collecting Licensure Examination Results from CUA Graduates from the BDS Program

1. The Authority to Collect Information: The Head of the Student Affairs Department of the CUA is responsible for collecting all necessary information from the CUA graduate of the BDS program regarding the licensure examination results.
2. The Student Affairs Department coordinates and collects the following information from its Dental Graduates:
  1. Demographics to include Name, Gender, Year of Graduation
  2. The name of the Licensure Examination Appeared
  3. The date of the Licensure Examination Appeared
  4. Result of the reported Licensure Examination
  5. Number of attempts till this reporting
  6. Performance feedback regarding the reporting licensure examination is a documented evaluation of how effectively a graduate is meeting to pass the licensure examinations. Clear, action-oriented feedback can underline certain points that can be focused / implemented during the graduation studies; so in-depth performance reviews are important to prepare the students for the licensure examinations and highlight positive aspects of the course.
  7. Evidence of the successful outcome.
3. When possible, CUA will independently verify the information
4. The results will be aggregated, and the relevant statistics will be prepared for further analysis.

Analysis of the Results:

5. The results will be analyzed by the Head of the BDS program to have an Idea about the pass percentage in the various licensing exams both nationally and Internationally. This can serve as a guide and be helpful to upgrade the undergraduate training/curriculum accordingly.

Recommendation from the Analysis:

6. The Head of the Program will deliberate the analysis of the results with the faculty and suggest, if necessary, recommendations to improve the program and post-graduation support system for the graduates.

Reporting to the Compliance and Regulatory Agencies

7. All the information regarding the licensure examination results shall be notified to the CAA office.

**Document History**

*Approved: President, Aug 2023*

**Policy Title:****3.y Credit Hours****Policy Type:**

- ☒ New  
☐ Revised  
☐ Discontinued

**Policy Number:** EP03YPO-01**Responsible:** Vice Chancellor

---

**Purpose**

In keeping with acceptable practices in higher educational institutions and with Annex 23 of the 2019 Commission of Academic Accreditation (CAA) standards, CUA has a policy on credit hours to guide its academic operations. This policy reflects the expectations expressed by the CAA and references International best practices with respect to an academic credit hour. In addition, this policy defines the credit hour and its relation to contact hours of various teaching, clinical, and research activities at City University Ajman.

**Scope**

This policy applies to all the courses in all academic programs leading to a student's graduation.

**Policy Statement:**

The academic credit hour indicates the student's overall learning engagement expected to attain a qualification. The academic credit provides a basis to measure the amount of engaged learning time expected of a typical student. A credit, or credit hour, is a unit of measurement defining the student's overall effort toward attaining a qualification. Regardless of the method or time of delivery, credit hours are applied, as detailed below.

CUA allocates academic credit according to the following criteria:

| Category | Definition | Credit<br>Hour | Contact<br>Hour |
|----------|------------|----------------|-----------------|
|----------|------------|----------------|-----------------|



|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |   |   |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| Teaching     | <u>One (1) semester credit hour</u> equals one (1) in-class contact hour between the student and faculty per week over a semester of fifteen weeks or longer. A minimum of two hours outside of class in independent learning or specific course-related assignments for every hour in class is expected, which does not count towards the student-faculty contact hours. This indicates that one academic credit equates to a 45-hour commitment to learning by a student over a semester. | 1 | 1 |
| Laboratories | Students in a laboratory course receive one (1) credit hour for a minimum of two (2) contact hour time allotment for laboratory experiences per week over a 15-week semester, with a combination of direct instruction and independent work by students. This indicates that one academic credit equates to a minimum of 30 hours of commitment to learning over a semester.                                                                                                                | 1 | 2 |
| Simulation   | Students in a simulation course receive face-to-face supervision in simulation clinics and are given one (1) credit hour for a minimum of three (3) contact hours per week for 15 weeks, which is applied in preclinical courses. This indicates that one academic credit equates to a minimum of 45 hours of commitment to learning over a semester.                                                                                                                                       | 1 | 3 |
| Clinical     | Students in a clinical course receive face-to-face supervision in the clinic and are given one (1) credit hour for a minimum of four (4) contact hours per week for 15 weeks. This indicates that one academic credit equates to a minimum of 60 hours of commitment to learning over a semester.                                                                                                                                                                                           | 1 | 4 |
| Studio       | Students in a studio course receive face-to-face supervision in simulation clinics and are given one (1) credit hour for a minimum of three (3) contact hours per week for 15 weeks. This indicates that one academic credit equates to a minimum of 45 hours of commitment to learning over a semester.                                                                                                                                                                                    | 1 | 3 |

|             |                                                                                                                                                                                                                                                                                                                                                                                            |   |          |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------|
| Internships | Students in internship courses, 3 CH depending on the program, are expected to complete a minimum of 120 hours and a maximum of 375 hours of work during the internship.                                                                                                                                                                                                                   | 3 | 120- 375 |
| Research    | One semester credit equals one (1) contact hour with the supervisor per week over a semester of fifteen weeks or longer and a minimum of two (2) hours outside of class in independent learning or specific research-related assignments for every hour with the research supervisor. This indicated that one academic credit equates to a 45-hour commitment to learning over a semester. | 1 | 3        |

Document History

Approved: Board of Trustees, August 2023

## 4. Research and Scholarly Activities

**Policy Title:**

**4.a Research Support Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

RS04APO- 05

**Responsible:**

Director of Research

---

### 1. Purpose

The purpose of this policy is to establish a framework for the principles that govern conducting research and other scholarly activities within City University Ajman. The policy intends to clarify the rights and obligations of City University Ajman researchers; including students who are expected to adhere to the provisions of the policy in conjunction with other academic regulations governing their respective programs.

### 2. Policy Scope

This policy applies to faculty members, research students, and external researchers who opt to conduct research within or in collaboration with City University Ajman.

### 3. Definitions of the Terms Used

For the purposes of this policy, the following terms are used to denote the meaning indicated below:

1. Principal researcher: Is the lead person who is solely responsible for planning and executing a research project.
2. Co-researcher/s: A co-researcher is a person who actively collaborates with a principal researcher for the execution of a specific research project.
3. Consultant: A consultant is a full-time faculty member of City University Ajman who gives consultancy services to another organization.
4. Consultancy: A consultancy service is any professional expertise, knowledge, or advice that a consultant gives to any organization other than City University Ajman.
5. University: Means City University Ajman -CUA.

### 4. Policy Statement

1. City University Ajman undertakes and promotes research as an integral part of its mission and strategic activities; therefore, it recognizes the research efforts of its faculty members and students.
2. Faculty members of City University Ajman are expected to undertake research, leading to quality publications, presentations in National/International conferences of repute, generation of Intellectual property with potential for commercialization,

socially useful outcome, and other similar research activity.

3. The University will foster an environment of open inquiry and academic freedom in which Researchers are free to pursue Research in their chosen field, and to form their own findings and conclusions. To this end, the University will:
  - Ensure that Research meets the highest standards of scholarly integrity and ethical conduct.
  - Ensure that Research involving human subjects, animals, biohazards, and radioisotopes is not undertaken unless the appropriate approvals have been issued.
  - Ensure that all funding to support Research is properly managed, which includes ensuring expenditures, Research records and financial reporting meet Award Agreement or Research Contract guidelines.

## **5. Obligations of Researchers**

It is City University Ajman's expectation that all faculty members and affiliated researchers shall carry out their research and other scholarly activities with the highest standards of professionalism and integrity. Specifically, the following are expected as a common practices:

1. It is the responsibility of the principal researcher to obtain all necessary approvals before conducting a research project.
2. It is the responsibility of the principal researcher to familiarize him/herself with all policies and procedures pertaining to conducting research within City University Ajman or other affiliated institutions and share and disseminate the same with other involved researchers.
3. All researchers are expected to abide by and follow standard research techniques and rigor used in their respective academic areas and particularly during the processes of collecting and analyzing data and during the final stage of reporting findings.
4. Researchers are obliged not to submit a manuscript to more than one publisher (Journal) at the same time or to use the same data for publication of more than one paper.
5. When researchers are supervising students and in their capacities as faculty members, shall communicate to their supervisees the student involvement in research policy and the ethical research policy.
6. A researcher shall not acknowledge contribution of other persons to a specific research project unless the person/s had made substantial contribution to the research project. Substantiality here is measured as one third of the total number of hours required for completion of the specific research project.
7. All City University Ajman researchers are required to mention their affiliation to the University in all works that are being published during their employment term with the University.
8. Researchers are required to report any observations or incidents of research misconduct as defined by the provisions of section (7) of this policy.
9. Researchers are required to provide the Research Directorate with a soft copy of the final research project report for archival purposes in the Research Directorate repository within a period of 90 days from the date of completion of the research

project. This also applies to research conducted by graduate students.

10. Researchers are encouraged to design, develop, and implement research plans in their respective areas of expertise that are consistent with the research strategy of City University Ajman.
11. If a research project involves human beings or animals as subjects of the research, the principal researcher is required to obtain the approval of the Research Ethics Committee before commencing the research project.
12. When a research project has a high potential for commercialization and the researcher intends to commercially benefit from results of the project, he or she must approach the Research Directorate to apply the provisions of the “Research Commercialization Policy”.

## **6. Collection of Research Data**

1. For collecting data that is related to human beings, researchers are required to respect the privacy and dignity of participating subjects. This should be in conformity with the University’s Ethics Policy.
2. If a research project entails accessing data that is available on private databases, the researcher must get prior permission to access the data from the administrator of such a database. The permission must be obtained in writing with appropriate signatures.
3. A researcher shall not use data (primary or secondary) which he/she knows or has reasonable means to know that such data is false or being fabricated.
4. The data must be in a format that can be substantiated by a third party who is knowledgeable in the area of the research project.
5. The data used in a specific research project must be kept with the principal researcher and he/she must be ready to present it for verification by a concerned third party.
6. In cases where a researcher wants to make use of unpublished work – including usage of certain data which is part of that unpublished work – the researcher is required to obtain the written permission of the author of the unpublished work.
7. If the data used in a research project is of archival nature, the use of such data shall be as per the instructions and guidance of the archival source administrator.

## **7. Research Misconduct**

Research misconduct includes, but not limited to fabrication, plagiarism, misuse of the intellectual property rights, and falsification of data. Researchers in City University Ajman are expected to maintain the highest standards of honesty, transparency, ethical behavior and integrity in their research involvements. City University Ajman shall take the necessary measures to ensure that the researchers are aware of the Ethics Policy of the University.

Any action that is not in conformity with the provisions of this policy is considered as ‘research misconduct’. The research misconduct that has been established through the appropriate investigatory channels deserves punitive action.

1. Research misconduct allegations or violations of the research policy shall be communicated directly to the Research Director or the Vice Chancellor.

2. Upon a request from the Research Director, the Vice Chancellor may ask the RIRB to convene as a misconduct investigation panel.
3. The Vice Chancellor shall determine the terms of reference of the investigation panel and whether it has the powers to take disciplinary actions if the allegations turn out to be established.
4. The investigation panel shall report to the Vice Chancellor within 14 working days from the date of its formation. The decision of the investigation panel should be ratified by the Vice Chancellor. However, any party to the allegation investigated who is not in agreement with the ratified decision of the investigation panel has the right of appeal to the President. The decision of the President shall be final in such circumstances.

## **8. External Research Contracts and Consultancy**

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

1. Researchers are encouraged to conduct collaborative research projects with other institutions or provide their expertise and consultancy services to designated entities. For such purposes, researchers are required to communicate with the Research Directorate for preparing a client-tailored research agreement.
2. City University Ajman encourages open dialog and productive exchange of ideas between faculty members and executives who represent public and private entities.
3. Consultancy service is defined as any professional expertise or advice that a researcher gives to any organization other than City University Ajman. This is done on the presumption that the consultant will be able to use his/her professional knowledge and expertise to help the client organization solve a complicated technical or operational problem.
4. Consultancy projects are normally identified and initiated by the researchers themselves through their personal contacts or interaction with the industry and government.
5. A researcher who renders his/her service as a consultant in an approved consultancy project may seek assistance from the Research Directorate at any juncture of the timeframe of the project. The Research Directorate shall render all possible help to bring the project to a successful ending.

## **9. Dissemination of Research Findings**

City University Ajman encourages dissemination of research efforts and findings of its faculty members through:

1. Publication in international and regional peer-reviewed journals.
2. Participation in international, regional, and local conferences and scientific societies.
3. Providing consultancy to government entities, private organizations, and other policymakers.
4. Being involved in the major scholarly activities venues mentioned in the “*Research*

## **10. Research Funds**

City University Ajman aims to actively support researchers who seek internal or external funding to support their research endeavors. Further to this, the University will be fiscally accountable and transparent in the way in which it allocates, manages, monitors and reports its activities and outcomes.

It is the policy of City University Ajman to make all possible and reasonable efforts to financially support research projects conducted under its name.

### **10.1 Types of Research Funds Available**

City University Ajman consolidates its research funding programs under three schemes: a) Institutional research funds; b) Local and federal governments grants; and c) International bodies grants.

#### *a) Institutional Research Funds (IRF)*

These are funds allocated annually for research activities by City University Ajman as part of its general operating budget. They are given out in the form of grants to perform research-related activities such as:

- Travel expenses to attend conferences, including accommodation
- Payment of conferences attendance fees
- Symposiums organized by City University Ajman
- Faculty research award compensation scheme

#### *b) Local and Federal Governments Research Grants*

These types of research grants target projects with broad national scope and are capable of influencing and making a larger societal impact. They are normally awarded to multi-disciplinary research teams and they extend for a longer period of time. Although these funds are normally granted under specific contractual arrangements between the government entities and the individual researchers, the Research Directorate plays a pivotal role in facilitating and supporting the arrangements. All external research funds (including the international funds) must be allocated and disbursed by the “Research Funds Officer” of the Research Directorate and as per the terms of this policy.

#### *c) International Bodies Grants*

The procedure for securing international research grants shall be based on individual project agreement where the terms and conditions of awarding the grant will be specified. The agreement must articulate the obligations and rights of the involved parties. Grants secured under this category of funding are deemed committed to the specific purpose stated in the agreement and cannot be transferred to any other project. Disbursement and management of such funds will be governed by the financial regulations of City University Ajman.

## **10.2 The General Guiding Principles**

10.2.1 The Research Directorate shall submit to the President and through the Vice Chancellor an annual research budget in which the financial needs and expenditure projections of the Directorate will be compiled. The approved funds must be dispensed for the research purposes only.

10.2.2 The Research Directorate will distribute and allocate its research budget competitively to individual researchers and other related entities and in accordance with the research strategic plan and operational priorities.

10.2.3 Beneficiaries of research awards and grants are expected to adhere to the Research Ethics Policy and other related policies set by the University.

10.2.4 No funds shall be given for preparation of research proposals and preliminary research works such as “working papers”.

10.2.5 Researchers are urged to minimize their cost and to optimize usage of resources at their disposal, including the financial resources. Researchers shall consult the Accounting Department of City University Ajman to familiarize themselves with the adopted accounting practices and regulations governing disbursement of funds.

10.2.6 City University Ajman’s researchers are encouraged to seek and solicit external research funds. The Research Directorate shall support and facilitate such efforts through providing all possible administrative assistance.

10.2.7 The University shall recognize the efforts of its staff members who secure external research grants. Such recognition may take the form of a certificate of appreciation or other means that the management considers appropriate.

10.2.8 All equipment purchased as a result of an external research grant – and in the course of completion of a particular research project – shall be the property of the University.

10.2.9 Research funds are allocated to researchers for a specific period of time. If the funds are not used during the specified period of time, it may not be rolled over to a next period without approval of the Research Internal Review Board (RIRB).

10.2.10 If a specific research project has been funded by an external entity, the principal researcher must acknowledge the source of the research fund in the final report of the research project. This must be carried out in accordance with the City University Ajman research fund Policy.

10.2.11 In very special circumstances and for reasons beyond control of the principal researcher, a request may be made by the principal researcher to RIRB for approval of additional funds to complete an ongoing project. Such a request must be accompanied by a convincing justification for why the additional funds are required.



10.2.12 In the circumstances alluded to in the previous para. (10.2.11), the additional funds approved by the RIRB shall not exceed 15% of the initial funds granted for that specific research project.

10.2.13 The principal researcher is responsible for meeting all deadline dates and submission of any milestone or progress reports mentioned in the funds granting agreements (if any); whether those grants are internal or external ones.

10.2.14 It is the responsibility of the principal researcher to take lead of their projects and ensure that all research expenditure adheres to the University's policies and regulations.

### **10.3 Eligibility and Research Funds Application Procedure**

10.3.1 Applications for research funds are permissible throughout the year; however, researchers are advised to pay attention to certain time-limits specified in this policy.

10.3.2 The principal researcher must be a full-time employee of City University Ajman and he or she must have completed the probationary employment period stated in the employment contract.

10.3.3 The applicant must be a holder of at least a Master's Degree.

10.3.4 The applicant must have demonstrated knowledge and expertise in the area of the proposed research project.

10.3.5 The applicant must undertake to complete the proposed research project to the end.

10.3.6 Applications for funds to attend conferences must be made to the RIRB at least 31 days before the scheduled date of the event.

10.3.7 The principal researcher shall submit to the respective City University Ajman Research Committee (CRC) and through the Dean a completed research fund Form (See Appendix A attached herewith).

10.3.8 In their application for funds, researchers shall specify the venue of dissemination of the results/ findings of their research project.

10.3.9 The CRC shall assess the application and forward its recommendation to the RIRB within a period of 14 working days from the date of receiving the application.

10.3.10 The RIRB shall make its final decision regarding the application within 10 working days from the date of receiving the recommendation of the CRC.

### **10.4 Application Evaluation Procedure**

10.4.1 The RIRB shall evaluate research funds applications based on the following criteria. Each of the criteria below bears a weight of 10 points. A proposal is considered approved when it secures a minimum of 60 points.)

- The completeness of the application whereby all the requested information is included with the application.
- The research proposal is in line with the Research Strategic plan of City University Ajman.
- The research proposal demonstrates value and has the potential for producing a quality scholarly product or publication.
- The research contributes towards curriculum development.
- The research proposal has approval from the Ethics research committee.
- The research contributes towards the benefit of the community and national development agenda of the UAE.
- The research contributes towards furthering knowledge in the respective field.
- The multi-disciplinary nature of the proposed project.

10.4.2 There shall be feedback on all applications submitted for research funds. The RIRB may either approve or reject an application. In case of rejection, a justification for the rejection must be given. The decision of RIRB in this regard is final.

10.4.3 The RIRB shall acknowledge receipt of all applications submitted for research funds within a period of five working days from the date of submission of the application.

10.4.4 The RIRB may approve the whole amount requested by an applicant or reduce that amount to a reasonable sum.

## **11. Research Awards and Compensation**

Research, in its broadest sense, means independent, original, and intellectual investigation that ultimately contributes to existing knowledge and resolving societal problems. As such, research activities are countless and in order to recognize this basic dimension of the research process, City University Ajman has adopted a pragmatic definition of the concept of “research output”. City University Ajman recognizes that research output is an important aspect in its evaluation not only as an academic institution but also as a community service provider. In an attempt to operationalize this concept, City University Ajman recognizes faculty that have distinguished outstanding research and scholarly activities by providing an Annual Incentive Award for Research and Scholarly Activities. The award shall provide an incentive for faculty to excel and improve their contributions in research. The annual performance evaluation for research will also be used as an eligibility factor for the research award.

### **11.1 General Guidelines:**

- 11.1.1 The award may be granted to up to 10% of the City University Ajman faculty members.
- 11.1.2 Faculty members may apply to receive the award every academic year.
- 11.1.3 The application form for research awards must be presented to the faculty’s respective Head of Department, with evidence of distinction.

- 11.1.4 The College Dean will evaluate the application and provide the applicants' documents to the Research Directorate.
- 11.1.5 At the recommendation of the City University Ajman Research Committee the Research Directorate submits applications to the Vice-Chancellor.
- 11.1.6 Although faculty members who are still in their probation period are encouraged to be involved in the research activities of the University, awards will only be granted to full time faculty members who have completed two academic years within City University Ajman.
- 11.1.7 Adjunct and visiting faculty members are not eligible for the annual incentive research awards.
- 11.1.8 The annual award will be paid as a lump sum payment of 10,000 dirhams for distinction in research and scholarly activities.

## **11.2 Application Requirements**

- 11.2.1 Applicants should have published two journal articles that should be indexed in one of the following databases: Scopus Database, ABDC, Q indexed, and Google Scholar. For Arabic publications, top peer reviewed journals shall be considered.
- 11.2.2 Reviewed/refereed books published by a reputable international publisher shall be considered.
- 11.2.3 Applicants should have achieved at least three research related scholarly activities, such as but not limited to:
  - Conference papers and presentations
  - Conference speakers
  - Invited Lectures
  - Case Studies
  - Workshops
  - Book Chapters and Book Reviews
  - Editorials
  - Internet Publications
  - Magazine Articles
  - Newsletter articles
  - Exhibitions
- 11.2.4 Applicants must have at least two course linked research and scholarly in-class activities (evidenced through the e-Course File).

## **12. Course Release**

Faculty members may receive up to two course releases, equivalent to (6) credit hours per academic year to work on an externally funded research project, with income stemming from external research grants. The external fund received must be sufficient to cover the cost of the course release, subject to the approvals of the College Dean, Research Directorate, and the Vice-Chancellor.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Aug 2020*

*Revised and Approved: Board of Trustees, March 2021*

*Revised and Approved: Board of Trustees, May 2021*

**Procedure Title:****Support for Student Research****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** RS04APR-01**Policy Reference:** RS04APO- 05**Responsible:** Director of Research

---

**Purpose:**

In an institution of higher education, student research is an integral part of the teaching and learning process. Engaging students in research often requires support to attend conferences, publish in journals, and carry out studies. Due to the wide range of needs, the universities secure external grants and allocate through internal budgeting processes to support student research instead of charging a set research fee. Universities must adopt a clear procedure and communicate it among the students for a successful implementation.

**Procedure:**

- 1) Any full-time student at City University Ajman can apply for research support by completing an application provided by the Research Directorate with supporting evidence and a clear description of the benefit the student will get from the support.
- 2) Only one research support per year will be allowed per student. However, exceptions are to be granted by the President of CUA.
- 3) The completed application is approved by the Dean of the College and forwarded to the Research Directorate.
- 4) The research Committee reviews the student applications within a week of the submission.
- 5) The Research Committee provides its decision on the following:
  - a) Complete application
  - b) Justification for the support
  - c) Evidence appropriateness for the request
  - d) Verifying that the requested Registration fees are for
    - i) Research-related workshop(s) or training.
    - ii) Registration, transportation, and poster printing fees for conference participation are for student research, and the student's participation includes an oral or poster presentation.
    - iii) Registration fees for Research competitions.
    - iv) Fees for manuscript translation and publication in renowned indexed scientific journals.

- 6) The research Committee can recommend research incentives for students' publications in indexed journals.
- 7) The Research Committee forwards its recommendation to the President's Office through the Vice Chancellor within four weeks of receiving the completed application.
- 8) The final approval decision with details is communicated to the student and, if necessary, to the faculty mentor within one week of the decision.
- 9) All students at CUA will be notified of the following support for student research:

Annual allocation of funds to support student research at CUA

| Research Activity                                                                        | Proposed budget (AED) | Justification     |
|------------------------------------------------------------------------------------------|-----------------------|-------------------|
| Registration fees for a workshop/training                                                | 5000                  | 500 X 10 students |
| Registration, transportation, and poster printing fees for conference participation      | 10000                 | 500 X 20 students |
| Registration fees for Research competitions.                                             | 10000                 | 500 X 20 students |
| Fees for manuscript translation and publication in renowned indexed scientific journals. | 25000                 | 5000 X 5 students |
| Research incentives for students' publications in indexed journals.                      | 10000                 | 2000 X 5 students |
| <b>Total Allocated Budget</b>                                                            | <b>60000</b>          |                   |

**Document History**

*Approved: President, July 2023*

**Policy Title:**

**4.b Research Ethics Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** RS04BPO-03

**Responsible:** Director of Research

---

**1. Purpose**

The purpose of this policy is to establish the general principles that guide the conduct of research and identify types and classification of research documents used within the administrative system of City University Ajman.

**2. Scope**

This policy applies to all research projects conducted within City University Ajman.

**3. Policy**

City University Ajman requires all researchers and research managers to be familiar with, and abide by its provisions and to conduct their research and related tasks in accordance with these provisions and all other relevant legal, regulatory and policy requirements.

- Researchers at City University Ajman (including students) have an obligation to ensure that their research is conducted ethically and with the minimum possible risk to all those involved or affected by it.
- City University Ajman researchers must respect the participants' welfare and rights for any research involving human participants, and personal data. A breach of these principles may, in some instances, result in a civil or criminal offense.
- City University Ajman researchers must uphold ethical standards in the conduct of research, accepting and respecting the principles of integrity, honesty and openness. Conducting research with integrity means embracing intellectual honesty and accepting personal responsibility for one's own actions.
- Prior to, during, and following the completion of research activities, researchers are expected to consider the ethical implications of their research and, depending on its nature, the cultural, economic, psychological, physiological, political, religious, spiritual and social consequences of it for the human participants involved.
- Research that involves human participants and collection of personal data shall protect welfare, dignity, and individual rights of all participants and subjects of research. City University Ajman observes this primary principle within the context of intellectual property rights, protection of private information, and respect of individual privacy.

#### **4. Applicability**

- 4.1 This policy applies to all types of research and scholarly activities conducted by faculty members, research associates, visiting scholars, graduate and undergraduate students at the University.
- 4.2 There are certain types of research that involve human beings but don't require Research Internal Review Board (RIRB) ethics clearance. These may include, but not limited to:
  - 4.2.1 Performance review and testing under normal educational settings.
  - 4.2.2 Research involves observation under public settings.
  - 4.2.3 Research that uses data from public aggregated databases.

#### **5. Research Ethics Guiding Principles**

- 5.1 City University Ajman's Research Ethics policy is based on the three core principles of: a) Respect for human beings and humanity; b) Concerns for individual and society welfare; and c) Natural justice.
- 5.2 Non-adherence to the terms of the Research Ethics Policy is considered a serious academic violation that warrants disciplinary action.
- 5.3 Research projects that start before obtaining the Ethics Clearance may be stopped and rejected by the RIRB without further review.
- 5.4. When a member of the RIRB has interest in a particular research project, he or she must fully disclose the nature of the conflict of interest and shall not be allowed to attend the meeting of RIRB in which the mentioned project will be discussed.
- 5.5 In the process of evaluating the request for Research Ethics Clearance, the RIRB shall consider benefits and risks of the proposed research on participants, sponsors, society, environment and researchers themselves. The RIRB shall adopt a risk classification scheme of: a) No risk; b) minimal risk; c) moderate risk; and d) high risk. Only the first two types of risk under this classification warrants issuance of ethics clearance.
- 5.6 Research proposals that involve bio-hazards, radioactive, and other chemical hazards must be carefully scrutinized by the RIRB. This also applies to research proposals that involve animals.
- 5.7 Within the context of research and when a conflict arises between the terms of this policy and any other policy, the terms of this policy shall be applied.

#### **6. Ethics Review and the Role of the Governing Bodies (CRC and RIRB)**

- 6.1 An ethics review is mandatory when a research project involves human beings and



animals as subjects or participants of research. This may include collection of data through interviews, questionnaires, focus groups, or other forms of interaction in which participants or subjects of research are being affected so that the researcher studies specific types of behavior. In such circumstances, the proposed research project must be scrutinized by the City University Ajman Research Committee (CRC).

- 6.2 The CRC shall evaluate the research proposals in the light of the guidelines of the Research Ethics Policy and make a recommendation to the Research Internal Review Board (RIRB). The RIRB shall verify the recommendation of the CRC and make a final decision to clear, reject, or modify the research proposal.
- 6.3 If the RIRB made a decision to reject or modify the research proposal, the principal researcher may submit a revised version of the proposal to the RIRB without going through the CRC. The Decision of the RIRB regarding the second submission of the proposal shall be final.
- 6.4 In the ethics clearance form – and when the clearance is given – the RIRB shall specify a mechanism to monitor the researcher adherence to the ethics standards stated in this policy.

## **7. Rights of Participants and Subjects**

In conformity with the provisions of item (5.1) above, City University Ajman recognizes the following research participants and subject rights:

- 7.1 Consent to participate, withdraw from, or refuse to take part in research projects;
- 7.2 Confidentiality regarding personal information or identifiable data which should not be disclosed without the consent of the participant;
- 7.3 Protection of data and samples collected (keep secure and anonymous);
- 7.4 Safety; where participants and other subjects are exposed to unnecessary levels of risk, discomfort, suffering or torture.

## **8. Classification of Research Activity Documents**

Research activity documents in City University Ajman include a range of documents that are related to data collection, evaluating and validating the research activities, and obtaining necessary permissions. The research records in City University Ajman are categorized on the basis of their sensitivity levels and the associated importance of the research project. These documents are categorized into three groups: a) Unrestricted research documents; b) protected research documents; and c) Confidential research documents. In their research proposal, researchers are required to state the level of confidentiality of their research projects. Departmental research committees shall determine the level of confidentiality of the research project and therefore its category.

### **8.1 Unrestricted Research Activity Documents**

Unrestricted Research Activity records contain information that are not considered as a security risk. It includes, but not limited to, information deemed fit for public disclosure. These documents include the research agenda of the research related meetings of City University Ajman, minutes of the research related meeting proceedings, proposed research conference plans of City University Ajman, published reports of City University Ajman's academic staff in open access databases and journals and any other open access research reports and publications. Faculty members are expected to share their research documents with their respective departmental research committee.

## **8.2 Protected Research Activity Documents**

Protected Research Activity documents contain information that can be accessed by select individuals with the prior permission from the respective researcher and the research committee in City University Ajman. Information in this category shall not be displayed on the open access journals and databases and treated as protected information. The risk complexion of this category is low but yet considered as private and considered as inappropriate for public disclosure. These documents include the research draft proposals of individual or collaborative faculty researchers, research planning related documents on chosen markets, details of the target respondents, and details of the collaborators.

## **8.3 Confidential Research Activity Documents**

Confidential Research Activity documents shall contain information that is considered as highly sensitive and have the potential to harm the scope of research and pose a threat for the institution's survival and its competitive advantage. These documents include the original extracts of research design and data, final and approved versions of survey instruments, data analysis reports, third party related data, personal details of the respondents and reports on institutional satisfaction survey findings. Data related to research studies that involve direct human involvement, testing and participation of human beings or animals fall into this category. The risk complexion of this category is high and therefore considered inappropriate for public disclosure

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, June 2020*

## **Request for Research Ethics Clearance Form**

### **I. Principal Researcher Details**

|                                          |  |
|------------------------------------------|--|
| <b>Research Proposal Title</b>           |  |
| <b>Name of Principal Researcher (PR)</b> |  |
| <b>Rank/ Position of the PR</b>          |  |
| <b>Department</b>                        |  |
| <b>e-mail of PR</b>                      |  |

### **2. Research Project Related Details**

2.1 Briefly (not more than 60 words), explain the nature of the proposed research project.

-----

-----

-----

-----

-----

-----

-----

2.2 Does this Research project involve human beings or animals as participants or subjects of the research?

Yes ☐ No ☐

2.3 If Yes, please state the nature and level of involvement.

-----

-----

-----

2.4 Does this project represent risk or harm to the participants or subjects?

☐ ☐

Yes

No

2.5 If Yes, please indicate the level of risk as per the following categorization (*tick the appropriate box*):

No Risk ☐ Minimal Risk ☐ Moderate Risk ☐ High Risk ☐

### III. Decision of RIRB

☐

The research project described above conforms to the terms of the Research Ethics Policy and therefore was given clearance to “go ahead” with the project.

☐

The research project described above partially conforms to the terms of the Research Ethics Policy and therefore the principal researcher was advised to modify the research to adhere to the research Ethics Policy.

☐

The research project described above does not conform to the terms of the Research Ethics Policy. The RIRB exercises its discretion to refuse granting the clearance for the proposed project.

Signature: \_\_\_\_\_

Chairperson, RIRB

\_\_\_\_\_

Date:

**Policy Title:**

#### **4.c Student Involvement in Research**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** RS04CPO-01

**Responsible:** Director of Research

---

### **1. Purpose**

This policy intends to set general guidelines for students' research. It complements other existing academic policies and regulations and it should NOT be read in isolation of those policies and regulations. The primary aim of this policy is to ensure that students' research is following the norms and standards of research adopted in their respective academic areas.

### **2. Scope**

This policy applies to all City University Ajman students; graduate and undergraduate.

### **3. Policy Statement**

Students' research is of paramount importance, and it is an integral part of the research activities of City University Ajman. The University highly supports and encourages students' research. Students may be involved in research through graduate research projects, independent studies, or their own course-related research projects. Participation in research provides students with the opportunity to critically apply classroom knowledge to real world community-based problems. Students learn how to conduct, disseminate, and use research techniques to examine social, economic, and technological problems and propose new practices or policy agenda. The University's "Thesis Writing Manual" complements this policy and both documents should be implemented together.

### **4. Obligations of Students as Researchers**

4.1 It is City University Ajman's expectation that all students will carry out their research and other academic activities with the highest standards of professionalism and integrity. Specifically, the following are expected as a common practice in students' research activities:

4.1.1 The primary responsibility for the selection and conduct of research shall rest with the student researcher and to this end he or she shall:

4.1.1.1 Maintain the highest standards of honesty, integrity and ethical behavior in all research;

4.1.1.2 Familiarize him/herself with all policies and procedures pertaining to conducting research within City University Ajman or other affiliated

institutions and share and disseminate the same with other involved researchers;

4.1.1.3 To misrepresent his or her academic, professional or employment credentials or experience;

4.1.1.4 Obtain necessary approvals including, but not limited to, research ethics, protocol and standard operating procedure approvals, before engaging in a research activity for which prior approval is necessary.

4.2 Research students are encouraged to design, develop, and implement research plans in their respective areas of expertise that are consistent with the research strategy of City University Ajman.

4.3 All research students are expected to abide by and follow standard research techniques and rigor used in their respective academic areas and particularly during the processes of collecting and analyzing data and during the final stage of reporting findings.

4.4 Research students are guided by the academic regulations governing their respective academic programs.

4.5 Research students are encouraged to use their course-related research projects as steps forward to publish revised versions of those projects in scientific journals.

4.6 Students of City University Ajman are required to mention their affiliation to the University in all works that are being published during their enrollment period with the University.

4.7 Students are not allowed to submit the same research project to satisfy academic requirements of more than one course or program.

4.8 A researcher shall not acknowledge contribution of other persons to a specific research project unless the person/s had made substantial contribution to the research project.

4.9 Researchers are obliged to report any observations or incidents of research misconduct as defined and specified in the University's Research Support Policy.

4.10 If a graduate program requires completion of a thesis as part of the academic requirements of the program award, students shall provide the Research Directorate with a soft copy of their final research project reports for archival purposes in the Research Directorate repository.

4.11 Reported incidents of students' research misconduct shall be dealt with according to the general academic policies of the University and by the appropriate committees or panels.

## **5. Financial Support for Students' Research**

The University shall also acknowledge the eligibility of all its students for financial support

within the limit of its resources and its priorities for funding research projects. Financial support for students' research shall be governed by the terms of the "Research Support" and the "Research Funds" policies of the University.

**Document History**

*Approved: Board of Trustees, June 2020*

**Policy Title:**

#### **4.d Commercialization of Research Output**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** RS04DPO-03

**Responsible:** Director of Research

---

### **1. Purpose**

The purpose of this policy is to give guidance on the issues related to commercialization of research output. It intends to clarify rights and obligations of researchers and other involved funding agencies with respect to intellectual property rights. Although no policy of such a type can be exhaustive or descriptive as possibilities of commercialization are boundary-less, these guidelines attempt to set a framework for commercialization of research activities at City University Ajman.

### **2. Scope**

This policy applies to all research projects conducted by City University Ajman's faculty and students. It also applies to other external researchers who concluded collaborative research agreements with City University Ajman.

### **3. Policy Statement**

City University Ajman follows a researcher-supportive stance on the rights of the researchers to benefit from commercialization of their research efforts. The University gives absolute intellectual property rights to researchers over the output of their research activities. In order to benefit from the rights associated with this stance, the principal researcher must demonstrate – and to the satisfaction of the management of the University – that the research project and its resultant outcomes was completed without use of the University's time, facilities, and resources. However, when the University funds specific research project or allows the researcher to use its facilities, the University shall have joint claim of the intellectual property rights over the research project output. Therefore, commercialization of the research output will be subject to an agreement between the University and the researcher(s).

### **4. General Guiding Principles**

4.1 In terms of commercialization of research output, City University Ajman recognizes the following modes:

4.1.1 Licensing Mode: Where the University and the principal researcher can license the invention to an existing organization;



4.1.2 Entrepreneurial Mode: Where the University and the principal researcher can use the new invention as the primary product of a newly established business;

4.1.3 Ownership Transfer Mode: Where the University and the principal researcher can assign or sell ownership of (copyrights) to an existing organization.

4.2 Researchers are obliged to disclose to the Research Directorate any research that has high potential for commercialization as soon as the results of the research become evident.

4.3 When a business partner is involved with a particular research project from the beginning, the intellectual property rights shall be outlined and agreed upon in prior collaborative research agreements endorsed by the President of the University and as per the prevalent policies of the University.

4.4 Commercialization of research projects outcomes shall be governed by the prevailing UAE intellectual property regulations.

4.5 If a particular research project outcome is of commercial or applied nature, the final decision regarding the process of commercialization of such a project must be negotiated and documented in writing between City University Ajman and the principal researcher.

4.6 All research outcome commercialization agreements must be approved by the President before they come into effect.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, June 2020*

**Policy Title:**

#### **4.e Research and Development Cost Calculation**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** RS04EPO-01

**Responsible:** Director of Research

---

#### **Purpose**

To ensure that the research efforts are adequately supported by City University Ajman and the cost incurred by the institution is accounted for, it is necessary to formulate necessary and reasonable policy statements for consistency and reporting purposes

#### **Policy**

The calculation of the cost of each research and development publication that the University's bear towards each faculty member in order for them to conduct research is as follows:

The value of each instructor's Research and Development Support grant is based on the amount of funding received by the faculty member from the University. The funding formula takes in consideration the annual salary and other benefits including, but not limited to, annual leave, airfare allowance, medical insurance etc. divided by 365 days and further divided by 8 hours per day and times the hours spent on the research. The computation is the amount spent by the faculty member towards research which the University will incur.

The hours of research are determined by the College Dean in conjunction with the Vice Chancellor.

In addition to the above direct cost, City University Ajman adds 25% as an indirect cost.

#### **Document History**

*Approved: Board of Trustees, March 2021*

## 5. Faculty and Professional Staff

**Policy Title:**

**5.a. Faculty Roles and Responsibilities**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05APO-07

**Responsible:**

Vice-Chancellor

---

### **Purpose:**

The quality of the education students receive at the City University Ajman (CUA) is a function of the roles and responsibilities of its faculty. CUA must have a policy that clearly articulates the appropriate roles and responsibilities of its faculty. The purpose of such a policy is to ensure that faculty members are fully aware of their roles and associated responsibilities. The policy also ensures that faculty members know how to assume each of the roles and perform the related duties.

### **Scope:**

This policy applies to all City University Ajman faculty members. The faculty members may hold additional administrative or academic positions

### **Definitions**

| <b>Responsibilities</b> | <b>Definition</b>                                                                                                                                                                                                 | <b>Dedicated Hours/Week</b>                                         |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Teaching Hours          | Hours spent teaching assigned credit bearing classes as per the schedule on a semester basis                                                                                                                      | 6 to 15 hours, based on the rank and administrative duties assigned |
| Research Hours          | Hours spent conducting research through attending various means ultimately producing a publication in SCOPUS or an internationally recognized refereed journal in an academic year.                               |                                                                     |
| Office Hours            | Faculty schedules time outside of class to meet with students for course-related discussions including seeking extra help, clarification of material presented in class, and following up on aspects of the class | 6 to 10 hours. Varies based on the number of courses assigned       |

| Responsibilities     | Definition                                                                                                                                                                                                                                                 | Dedicated Hours/Week |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
|                      | faculty may find compelling.                                                                                                                                                                                                                               |                      |
| Academic Advising    | Faculty members are expected to assist the student in making decisions and accomplishing goals. The advisor is the formal authority to approve the student's academic program of study and assist the student in progressing toward the appropriate degree |                      |
| Academic Hours       | Hours spent reviewing exams, curriculum development, preparing course syllabi, planning in-class activities, grading, etc.                                                                                                                                 |                      |
| Administrative Hours | Hours spent being a part of University committees, community service, student support, professional development activities, etc.                                                                                                                           |                      |

### Policy:

The roles and responsibilities of faculty members at City University Ajman are in the areas of 1. teaching, 2. research, scholarly, creative activity, and 3. service to the University and Community.

The agreement between the faculty members and CUA pertaining to the roles and responsibilities of a faculty is governed by the provisions of the current CUA policies and procedures, CUA Faculty Handbook, United Arab Emirates (UAE) regulations and laws, and any future modifications thereto. This agreement is conditioned on the ability of the faculty member to demonstrate to CUA 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, CUA will be relieved of any responsibilities to make further payments under this agreement other than those payments mandated in CU policy.

### General Expectations

Each of the faculty member at City University Ajman is expected to:

1. Actively participate in the student performance assessment process
2. Carry out all assigned administrative tasks and other activities related to the position.
3. Uphold intellectual integrity and objectivity in the search for the truth while respecting discrepancies in criteria.
4. Avoid discrimination, harassment, or prejudicial treatment against other faculty members, staff members, students, or participants because of race, color, religion, national origin, gender, country of citizenship, age, political beliefs, or status as a person with a disability.
5. Avoid intentionally violating the rules and regulations of the University.
6. Comply with all reasonable and appropriate instructions from authorized officers of the University and complete the assigned duties in a timely manner.

7. Must seek and secure permission for any work outside the University.
8. Strive to be an effective faculty and scholar.
9. Work five days (40 hours) a week. Weekend schedule may be included depending on the class timetable

### Primary Responsibilities

- a. **Teaching:** Faculty members must carry out their responsibility for teaching by keeping up to date with relevant literature and carefully preparing lectures and course materials, taking care to make [themselves accessible to students for academic consultation, informing students adequately regarding course formats, assignments, and methods of evaluation, to maintain teaching schedules, to inform students of any necessary cancellation and rescheduling of classes, and to adhere to the exam policies and schedules for submission of grades and evaluations by their Departments and Faculties. As stipulated in the faculty contract based on Commission of Academic Accreditation guidelines, each faculty member is assigned to teach specific hours as per their rank. All faculty members are bound to uphold their Academic Integrity to the highest standards and preserve the sanctity of their profession. The foremost criteria for a permanent or Part-time/ Visiting faculty to be assigned a particular course will be s/he should have a doctorate/terminal degree in the discipline for which they will serve as an instructor. The same criteria apply to the faculty member teaching a graduation project, thesis, and/or dissertation.
- b. **Research, Scholarly, or Creative Activity:** Faculty members are expected to devote a minimum of 4 hours weekly of their time to original research and innovative or reflective scholarly or creative work consistent with their academic stream. Each academic year, the results of such work must be available to the scholarly and general through publications, lectures, and other appropriate means. Faculty members shall present the paper to the College members for the knowledge enlargement of all.
- c. **Service to the University and Community:** Service to the University includes academic advising, office hours, training, participating in professional development activities, reviewing academic publications, curriculum development, student support, community service, University committees, and professional associations. Also, faculty members are expected to share the necessary administrative work of their Departments, Faculties, and the University, and on an invitation basis, specific faculty members are to participate in the decision-making councils of the University. Faculty are also expected to render services to the community towards social engagement.

### Area Specific Responsibilities

1. **Academic Affairs:** Faculty members are required to keep themselves updated with all newly proposed and existing academic policies and procedures and provide their recommended actions to the Academic Council. Make recommendations regarding the continuous improvement suggestions in curriculum, academic program assessment, academic support, and distance learning.

2. Curriculum Development: All faculty members are directed to provide students with a clear and complete syllabus that describes course expectations, guidelines, and performance standards at the beginning of each semester. Design assessment tasks and learning activities in such a way as to support the development of the skills necessary to demonstrate academic integrity and minimize opportunities for academic misconduct.
3. Student Support: Faculty members are expected to provide students' support in more ways, including but not limited to:
  - a. Integrate students' career and educational goals into course outcomes and assignments.
  - b. Appreciate students and provide regular and meaningful feedback to students about their performance and progress.
  - c. Regularly question students to get their level of understanding of course material, direct them to reach out when assistance is needed, and provide a healthy classroom environment.
  - d. Create opportunities for students to share their personal experiences throughout the term.
4. Academic Advising: Faculty members are expected to assist the students in making academic decisions and accomplishing career goals. The advisor is the formal authority to approve the student's academic program of study and assist the student in progressing toward the appropriate degree.
5. Research and Scholarship: Each faculty member is expected to study the strategies in practice to integrate research into teaching and learning and suggest improvements. Evaluate research partnerships with organizations and businesses and participate in research events to promote and enhance the culture of research at the University. Publish at least one research per academic year. Provide advice on policies, procedures, and standards for granting scholarship awards.
6. Management and Administration: Faculty members are integral to the overall management of the University and individual Colleges. Faculty members are appointed to be part of several councils and steering committees, where they represent their colleges and exemplify for their clan's well-being. Mostly amongst regular faculty members, the Cabinet Committee selects the ideal members to deputize the Department Chair, as stated in the Job Description of a Deputy Head. Where appropriate and based on need, the Department Chair may also be selected internally from each College. Hence, all chosen members in the above roles provide an insight into the academic achievements and challenges, which is a crucial value addition for major university-level decisions.
7. Governance: At the City University Ajman (CUA), governance is a shared commitment where each member aims to engage the primary stakeholders, including faculty, staff, administration, students, alumni, and the Board of Trustees of City University Ajman 's (CUA) to encourage decision-making processes that promote shared governance. Identify and engage functionally and interest-wise to stay interconnected with all stakeholders in the decision-making process through recommendations. This process helps in the

decision-making body to make the operational policies and procedures. In principle, all members are empowered through a sense of partnership, collective responsibility, and personal accountability to lead CUA to a quality academic institution.

8. Office Hours: All faculty are mandated to schedule time outside of class to meet with students for course-related discussions including seeking additional help and clarification of material presented in class. These schedules must be clearly announced to the students and posted outside the faculty's office for easy access. All faculty members are mandated to maintain an attendance log for students entering the faculty office, which must include the student's handwritten signature. This log must be submitted at the conclusion of each semester as part of the semester report to the heads of the Academic units and can be asked to share it from time to time. Additionally, faculty members may be asked to provide this log periodically upon request. The faculty member must schedule and maintain Office Hours either in-person or on a virtual setting on a weekly basis. All faculty are expected to hold at least 1.5 hours of virtual and/or in person office hours per week, per course for the duration of the semester in which the course is being taught.
9. External/ Supplementary employment: CUA abides by the guidelines set by the Ministry of Human Resources and Emiratization as per the revised UAE Labor Laws, stating various models of work.

In any circumstances, where the Dean/ Department Chair's position opens up (or if the position is vacant for a brief period), until the position is filled (internally or externally), the Deputy Head/ Second-in-command will take charge of the Department and will be responsible for all Dean/ Department Chair duties. This is also applicable when the Dean/ Department Chair is on leave.

### **Thesis, Dissertation, and Graduation Project Supervision and Guidelines**

Faculty members teaching thesis, dissertation, and/or graduation project

1. Each thesis, dissertation, and graduation project is considered as a course allocated towards the faculty's workload.
2. Under thesis/dissertation, each student is counted as a credit hour hence, one section can only have up to 3 students.
3. In one semester, a faculty will be assigned one thesis/dissertation section, with a maximum of three students only.
4. Under the graduation project, a total number of 8 students will be allowed per section.

5. For the cases of overload supervisory engagements, any additional payments towards supervision-load to the faculty will be determined based on related university policies.

**Job description:**

All employees mentioned below with teaching roles must fulfill the responsibilities of a faculty in addition to their assigned roles as administrators.

**Job description - Dean**

1. Provide effective leadership and management to the College. Accountable for the strategic direction and overall performance of research, the student education experience, and community engagement of the Program
2. Work collegially and constructively with key stakeholders to lead the strategic direction of the College.
3. Develop, manage, and implement the faculty strategic planning process, aligned to the College's strategic plan.
4. Create and maintain a strong academic and professional network outside the College to facilitate education, training, research, and community services
5. Establish and supervise the implementation of strategic directions, goals, objectives, and policies in relation to education and research within the College and College departments.
6. Work with departments and other committees to evaluate, design, and monitor current and future curricular needs and effectiveness.
7. Develop, implement, and monitor an effective outcomes assessment program.
8. Ensure accreditation guidelines are being followed as per the College Policies and CAA Standards
9. Oversee all curriculum development and ensure it meets the CAA standards and current needs
10. Oversee the operations of educational resources in the development of academic information systems, improvement, and evaluation of instruction
11. Facilitate meaningful partnerships and collaborations with leading international faculties
12. Recommend and supervise the development and implementation of the annual budgets for College
13. Recommend and participate in the development of College policies and procedures
14. Maintain the highest standards of education delivered based on contemporary global requirements, and provide students with an appropriate environment for creativity and research



15. Mentor faculty and staff and engage them in effective and successful teamwork and support their professional career, which will enhance their devotion to the College
16. Foster and create continuous professional development programs relevant to the region's needs and support research activity in College
17. Attend all related meetings and exhibitions; perform other related duties whenever necessary
18. Responsible for successfully implementing the systematic review process and adjusting faculty responsibilities within departments is primarily the responsibility of the Dean/DC. Job Description

**Job description - Director of Research:**

1. Develop and lead the College's work research programs, i.e., a strategic plan for efficiently managing existing and expanding academic research programs by increasing associative partnership and community engagement.
2. Plan and execute all academic research programs at the College and make recommendations for fostering the development of research programs;
3. Develop and promote a culture of academic research and scholarly activities amongst the faculty members in accordance with the College leadership.
4. Initiate policies to escalate the number of research studies at College
5. Implement college-wide strategies and policies for research and maximize the impact of research performed within the College.
6. Evaluate existing research potential and identify gaps and priority areas for capacity building;
7. To identify and recommend training needs about research for all faculty members
8. Prepare the Research Budget in conjunction with the College leadership
9. Develop strategies to grow College research income per the College's strategic Plan
10. Promote research links, external partnerships and enterprise opportunities, and community engagement, engaging faculty, staff, and students within the College and across, and with industry partners, government and semi-government entities at domestic, regional, and international level.
11. Reach out to industry partners, and government and semi-government entities to seek research funds for the College at domestic, regional, and international level.
12. Develop, identify, and implement effectively in research and scholarly activities through the Internationalization Office with articulation partners.
13. Chair the College Research Committee and represent the College on committees, working parties, and groups as required.
14. Ensure the College's Research Framework and policies are aligned with CAA guidelines
15. Perform other research-related duties

### **Job Description - Department Chair:**

1. Oversee the preparation of the department's academic plans and follow-up on implementation.
2. Oversee, monitor, and assess the essentials of the teaching and learning processes in the department.
3. Create and enhance the academic strategy of the College in line with the University's strategic plans and directions
4. Develop and sustain appropriate structures for management, consultation, decision-making, and communication with staff and students
5. Initiate new program recommendations and enhance the current programs to draw interest to markets, students, and employees, in conjunction with the management
6. Accomplish the University objectives concerning students regarding their admission, including instruction, progress, and examination
7. Appropriately manage department's performance consistently, ensuring a balanced workload allocation within its members, in accordance with CU Academic Standard.
8. Ensure adherence of all departmental members with the University's Financial Regulations and other monetary operating procedures and regulations.
9. Administer in the program accreditation process and document preparation for the related academic programs.
10. Assess and ensure the quality of academic programs within the department
11. Propose and implement policies to enhance research activities for academic development within the
12. Supervise all categories of faculty within your College by assigning tasks, including, but not limited to, CLOs/PLOs mapping with QFE, rubrics, assigning courses, overseeing exams, class schedules, grades, e-Course files, office hours, and all other related matters.
13. Create, review, and advance plans for faculty development such as extensive research, collaboration with other institutions, etc.
14. Oversees and coordinates the preparation of documents for curriculum revisions or additions. If the initiating faculty member is not available, represents the interest of the College at the Curriculum Committee meetings, or recommends appropriate designee.
15. Provides faculty leadership and coordinates and facilitates the preparation of departmental planning/program review documents in consultation with faculty and staff in the department. Ensure departmental compliance with University, System, and CAA rules and regulations
16. Develop and recommend College course offerings and teaching or service schedules to the Vice-Chancellor, and Dean working collegially with faculty and staff to offer courses or services that meet student needs.
17. Coordinate College curriculum review, revision, and/or development.
18. Develop current and accurate University catalog description(s) of College program(s).
19. Coordinate and evaluate academic advising of students of the Department.

20. Review, approve, and file course syllabi of the Department.
21. Conduct periodic review and update of permanent faculty personnel files.
22. Enforce the University's policies and procedures and policies and procedures of the CAA Policy Commission
23. Evaluate the performance of full-time and part-time faculty to ensure they keep up with the latest academic trends and events in the University
24. Ensure that HR policies and procedures are accurately implemented by all members of the department
25. Monitor issues and concerns related to student affairs and direct activities to enhance student learning within the department
26. Manage and spearhead administrative tasks within the College
27. Ensure a safe, healthy, hazard-free environment for students, adhering to full compliance with health and safety requirements
28. Identifies and recommends candidates for recruiting new faculty and staff in the department.
29. Coordinates and verifies the selection, ordering, and availability of textbooks for the department.
30. serve as peer evaluator or recommend an appropriate faculty designee for faculty evaluations.
31. Maintain regular and effective modes of communication with administration, faculty, staff, students, and community on areas of interest to the College and programs.
32. Coordinate with the President, and Vice Chancellor in convening advisory board meetings as appropriate.
33. Ensure all faculty members within the College are teaching under the correct specialization and course mapping is done for each faculty member according to the faculty credentialing process.
34. Perform other duties as requested and required.

**Job Description - Deputy Head:**

1. Assist in overseeing the preparation of College academic plans and follow-up on implementation.
2. Monitor, and assess the essentials of the teaching and learning processes in the College in conjunction with the Dean.
3. Initiate new programs and enhance the current programs to draw interest to markets, students, and clients, in conjunction with the management
4. Accomplish the University objectives concerning students regarding their admission, including instruction, progress, and examination.
5. Assist the Dean in managing the department's performance consistently, ensuring a balanced workload allocation within its members, in accordance with CU Academic Standard.
6. Ensure that all Faculty members accurately implement HR policies and procedures
7. Monitor issues and concerns related to student affairs and direct activities to enhance student learning within the department

8. Manage and spearhead administrative tasks within the department
9. Propose and implement policies to enhance research activities for academic development within the College
10. Assist in supervising faculty members as mandated by the Dean within the College by assigning tasks, including, but not limited to: CLOs/PLOs, rubrics, assigning courses, overseeing exams, class schedules, grades, e-course files, office hours, and all other related matters.
11. Assess and assure the quality of academic programs within the department or service required when necessary.
12. Coordinate the operation of College research committees.
13. Generate and communicate to the Dean all Departmental recommendations for hiring, retention, promotion, tenure, evaluation, sabbatical leave, or discipline of College faculty.
14. Coordinate and communicate to the appropriate University officer any accreditation, program review, or assessment required of the Department.
15. Develop and recommend College course offerings and teaching or service schedules to the Vice Chancellor, and Dean, working collegially with faculty and staff to offer courses or services that meet student needs.
16. Ensure a safe, healthy, hazard-free environment for students, adhering to full compliance with health and safety requirements.
17. Coordinate and verify the selection, ordering, and availability of textbooks for the department.
18. As necessary, serve as peer evaluator or recommend an appropriate faculty designee for faculty evaluations.
19. Maintain regular and effective modes of communication with administration, faculty, staff, students, and community on areas of interest to the College and programs.
20. Perform duties as assigned by the Chair, Dean, or President of the University.
21. Perform other duties as requested and required.

**Job Description - Faculty Member:**

1. Facilitate student learning, provide effective instruction, and performance evaluations of student learning for all assigned classes, using each course's standard course outline as a guide.
2. Develop course curriculum, handouts, lectures, labs, and presentations.
3. Participate in program-level learning assessment. Participation includes helping articulate learning outcomes, choosing and administering measures, evaluating student performance, and suggesting changes to improve student learning.
4. Work with the Dean and administrators in developing program curriculum, standards, and policies, including reviewing and participating in the textbook selection process where appropriate.
5. Schedule, supervise, examine, and evaluate students in internship, observation, field experience, and similar settings as appropriate for the course or program.
6. Assign grades and maintain course/student records in accordance with CAA and University standards and submit grades and records by established deadlines.

7. Propose and implement policies within the College to enhance research activities and academic development.
8. Coordinate with the Dean and other members of the College to enhance the University's research projects.
9. Comply with audit, quality assurance, and risk management procedures, both internal and external, in safeguarding eminent service to staff and students.
10. Be available to students via email or phone. The method of contact and hours of availability should be clearly communicated to students and faculty, and staff through the schedule each semester.
11. Keep a flexible weekly schedule that best facilitates student learning and access. Any changes in the scheduled class times or locations should have prior approval by the faculty's Dean/ HOD.
12. Prepare correct and accurate e-course files for all courses assigned.
13. Participate in various projects that serve the community
14. Ensure a safe, healthy, hazard-free environment for students, adhering to full compliance with health and safety requirements
15. Ensure all activities are carried out to the highest possible standards and that the required evaluation and monitoring procedures are properly documented to ensure both compliance and improvement; such procedures will include teaching, research, and management of all resources
16. Manage and preserve students' records of achievements
17. Assist students with research and internships
18. Ensure the highest quality, integrity, and ethics level in all research undertaken
19. Create a dynamic and forward-looking learning or research environment for staff and students.
20. Supervise academic advising of students in College programs.
21. Remain current in academic or program discipline, including attending professional conferences, and maintaining licensure, certification, or continuing education requirements where appropriate.
22. Receive training or stay current in technological or pedagogical advances that promote student learning.
23. Participate in University professional development activities.
24. Perform duties as assigned by the Chair, Dean, or President of the University.
25. Perform other duties as requested and required.

**All employees mentioned above must fulfill the following:**

1. Responsibly and ethically perform all assigned duties to the best of their abilities and with integrity;
2. The faculty member is required to work five days (40 hours) a week. Weekend schedule may be included depending on the class timetable
3. The relationship between the faculty members and CUA is governed by the provisions of the CUA policies and procedures, United Arab Emirates (UAE) regulations and laws, and any modifications thereto.
4. Comply with Ministry of Education and Commissions of Academic Accreditation standards and guidelines about teaching and learning.
5. Comply with the Research Policy of the University.

6. Review the Orientation docket and follow the mentioned protocols meticulously during their tenure at CUA.
7. Comply with faculty Roles and Responsibilities Policy
8. Must accept and respect that all intellectual properties created by staff members or consultant/s of the University are its possession, and that the rights and ownership for said property will remain herewith
9. Must schedule and maintain Office Hours either in-person or in a virtual setting on a weekly basis. All faculty are expected to hold virtual and/or in-person office hours weekly, as stated in the Roles & Responsibilities Policy, per course for the duration of the course being taught.
10. Must post office hour schedules outside of the faculty member's office and/or relevant digital platform(s) and must be circulated amongst students in class.
11. Serve on standing and assigned committees, advisory boards, hiring committees, or as a student organization advisor.
12. Must initiate the process of applying for UAE Equivalency for their educational qualifications and obtain it within their Probation period. This equivalency is a mandatory requirement for confirmed employment.
13. Shall respect the UAE Culture, traditions, and religion of all kinds. They shall familiarize themselves with the above, give the highest regard, and never display any insolence, intentionally or unintentionally.
14. Shall maintain respect and utmost tolerance towards people of different cultures to create a respectful environment as acknowledged in the Acceptance to UAE Norms form.
15. Shall, at all times, conduct his or her activities in accordance with the highest professional and community-focused ethical standards.
16. Must not engage in any unethical behavior that jeopardizes the reputation of the University or dilutes the Quality of Education. The faculty member must comply with the Code of Conduct of the University.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, May 2021*

*Revised and Approved: Board of Trustees, Dec 2021*

*Revised and Approved: Board of Trustees, May 2023*

*Revised and Approved: Board of Trustees, July 2023*

*Revised and Approved: Board of Trustees, June 2024*

**Procedure Title:**

**Office Hours**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** FS05APR-01

**Policy Reference:** FS05APO-02

**Responsible:** Vice-Chancellor

---

**Purpose:**

To further clarify the faculty role in terms of maintaining regular Office Hours as outlined in the 5.a. Faculty and Professional Staff Role policy (FS05APO-2).

**Scope:**

This procedure aims to ensure faculty members are available for a minimum of 1.5 hours per week for each assigned course to provide necessary course related support to the enrolled students

**Procedure:**

Faculty members must schedule and maintain Office Hours either in-person or on a virtual setting on weekly basis The following guidelines are expected:

1. All faculty are expected to hold at least 1.5 hours of virtual and/or in person office hours per week, per course for the duration of the semester in which the course is being taught.
2. All office hours must be posted outside of the faculty member's office and/or relevant digital platform(s).
3. Office hours must be circulated amongst students in class.

**Policy Title:****5.b1 Faculty Employment****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FS05B1PO-03**Responsible:** Vice Chancellor, Director of Human Resource and Administration

---

**Purpose**

The purpose of this policy is to ensure that the University maintains a stable full-time faculty corps to promote quality, expertise, and continuity in its academic programs. The policy aims to encourage faculty diversity through practices of fairness and equal treatment.

**Scope**

The policy applies to all faculty members of the University

**Policy Statement**

City University Ajman supports faculty diversity, selection, size, and composition to maintain a stable full-time faculty corps to promote quality, expertise, and continuity in its academic programs. University policy encourages faculty diversity through practices of fairness and equal treatment.

City University Ajman is an Equal Opportunity Employer. It does not discriminate on the basis of race, color, sex, national origin, religion, disability, or any other impermissible reason specified in the UAE labor laws.

City University Ajman affords equal opportunity to all students, employees, and applicants in all of its programs and activities regardless of race, color, religion, gender, national origin, age, or disabilities. The faculty is the heart and soul of City University Ajman. Great care is given to the selection of each faculty member. An earnest attempt is made to include a variety of cultural and educational backgrounds.

- Faculty Recruitment will follow the Time-Structured Faculty Recruitment Procedure, which will be coordinated by the Human Resources Department. This procedure will include a request to hire to accept the offer letter.
- Faculty Onboarding will follow the Time-Structured Onboarding Procedure and will be coordinated by the Human Resources Department. This procedure will include contract issuance, Normalization, and Faculty Orientation processes.
- The Faculty Resignation and Termination procedure will be used for the same purpose and will be coordinated by the Human Resources Department.

**Document History**



*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, May 2021*

**Procedure Title:****5.b1.1 Faculty Employment Procedures****Procedure Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** FS05B1PR-04**Policy Reference:** FS05B1PO-03**Responsible:** Vice Chancellor, Director of Human Resource and Administration

---

**Purpose**

City University Ajman is committed to recruiting the right employees, for the right positions in an efficient and effective manner. The objective of this procedure is to outline how staffing requirements are planned in advance to achieve the University's objectives and assist towards managing the employment an optimum level of human resources with the required skills, and to define the qualifications required by the University at the time of recruitment or promotion pertaining to faculty members

**Scope**

This procedure is applicable to faculty members in all positions and ranks.

**Academic Ranks and Qualifications****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 seven years of full-time teaching experience in a university or University, 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 University where the promotion requirements are similar to those of City University Ajman.
- Have seven to ten researches and/or publications in his specialization
- 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 three to five years of full-time teaching experience in a university or University with the rank of assistant professor, or have been promoted to the rank of Associate Professor in a university or University where the promotion requirements are almost comparable to those of City University Ajman.
- Have five to seven researches and/or publications in his specialization
- 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.
- Have between one to three research and/or publications in his specialization
- 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**

Faculty- Qualifications required for appointing part-time faculty are the same as those required for full-time faculty

### **Appointment of Part-Time**

When a department needs to hire an adjunct faculty, the Department Chair identifies and communicates with the Vice Chancellor/Dean for approval. Part-time faculty is appointed on a per course basis. These 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 University 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 University'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 University'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 medical bodies such as the Royal Universities 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

## **Types of Appointment**

### **Regular Faculty and Lecturers**

Regular faculty members and instructors are appointed at the University for a period defined in the contract and for duties defined in the contract as Job Description and Service to the University. While faculty members and instructors are normally assigned to the University, those with interdisciplinary experiences may be appointed jointly by more than one unit of the City University Ajman for specified, renewable time periods. Applications for regular faculty positions are reviewed by a selection committee from the concerned Department. Candidates are interviewed by the selection committee and the final nominees for the available positions are identified based on their qualifications, credentials and results of the interviews. No candidate shall be employed without being nominated by the selection committee.

### **Full-time Visiting Faculty**

- i. Full-time visiting faculty members are appointed for a defined purpose and limited period (normally one or two semesters); their contract is renewable.
- ii. Appointments to academic ranks relate to the qualifications and experience of the individual.
- iii. The teaching load of visiting faculty is normally up to 12 credit hours for terminal degree holders and up to 15 credit hours for non-terminal degree holders.
- iv. Full-time visiting faculty receives a monthly salary excluding any other benefits.
- v. They are excluded from being a part of committees, research, and academic advising

### **Part-time Faculty**

Visiting faculty members are usually residents of the UAE with a principal employment elsewhere. They have part-time engagement which generally lasts up to two semesters however, their contracts may be renewed. Maximum load of a visiting faculty is six credit hours per semester. Hourly rates are set for payment and payment is made in lump sum at the end of each semester, after submission of all required paperwork.

Faculty members recruited in any capacity i.e. fulltime, fulltime visiting or part time are required to have identical qualifications

### **Academic Appointments:**

This category of appointments includes:

#### **Deans:**

The Dean is the chief academic officer of that specific College of the University with responsibility for the academic and administrative of the University and compliance with City University Ajman Policies and Procedures. Deans terms are normally two years and is renewable or as agreed upon in the contract. Deans report to the Vice Chancellor.

**Department Chairs:**

The Department Chair is responsible for the academic and administrative of the Department, ensuring compliance with City University Ajman Policies and Procedures. Department Chair terms are normally for two years and is renewable or as agreed upon in the contract. The Department Chairs report to the Dean or the Vice Chancellor.

**Deputy Chairs:**

The Deputy Department Chair is responsible for the academic and administrative of the Department, ensuring compliance with City University Ajman Policies and Procedures in conjunction with the Department Chair. Deputy Department Chair terms are normally for two years and is renewable or as agreed upon in the contract. The Deputy Department Chairs report to the Department Chair, Dean or the Vice Chancellor.

**Acting or Interim Title:**

Acting or interim title appointments occur when an employee temporarily assumes the responsibilities of a higher level position, requiring greater professional responsibility and competence based on the University needs. It is with the expectation that any Acting or Interim position must assume and perform all tasks that are the role of the position. Interim or Acting title for any position is not eligible to receive additional release time on applicable teaching credits.

**General Guidelines:**

Potential candidates being considered for the role must meet the required criteria including but not limited to qualifications, experience along with a positive performance appraisal. For an acting title, an employee must be employed full-time with the University. Remaining terms and conditions shall stay the same unless otherwise communicated through the HR department

**Faculty Recruitment**

The procedure for hiring new full-time faculty members at City University Ajman is as follows:

**Position Vacancy**

1. The Department Chair prepares an HR requisition which includes the job description and a statement of minimum qualifications including require specialization to be submitted to the Dean or Department Chair who in turns submits to the Vice Chancellor.
2. If approved by the Vice Chancellor, the requisition shall be sent to the President for approval.
3. If the President approves the requisition, he shall grant approval for the position(s).

## **Advertisement**

The University advertises in local and international newspapers, on the University website, and in relevant specialized journals. For adjunct appointments, local or regional and website advertising is appropriate. Notices may also be posted in appropriate areas at City University Ajman. All advertisements must be approved by the President.

## **Applicant Evaluation**

Evaluating applicants is a shared departmental concern. The Department Chair leads a selection committee to review the documents. Short-listed candidates are normally interviewed. The best-qualified candidates are recommended to the Dean or Department Chair, who forwards their files to the Vice Chancellor for review before the President's final approval.

Selection standards typically include the following:

- Excellence in academic performance
- The academic reputation of the institution that granted the degree held by the candidate
- Specialization of the highest attainment of the potential hire must be aligned with courses that the Dean or Department Chair plans to allocate
- 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

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

## **Faculty Records and Qualifications Verification**

During the employment process for faculty, degree verification and equivalency, reference check verification of each faculty member recommended for employment must be concluded by the Human Resource Office. Degrees earned are adequate if documented by an official transcript, or with an equivalency earned within UAE. Additionally, the degree must be awarded by a regionally-accredited institution or by a recognized foreign institution.

It is the responsibility of any prospective faculty member to supply any or all documentation attested to the awarding of an appropriate degree or other documents required to ensure that he or she meets minimum standards. In the event, where an equivalency is not validated by the MOE, he or she receives up to three months to rectify the issue otherwise, the University will be forced to terminate the contract.



City University Ajman complies with 5.4 and 5.5 of Commission of Academic Accreditation standards for faculty qualifications. Exemptions are stated in the mentioned standards where a case of faculty member teaching out of his or her specialization may be formulated as listed below:

- 1) Verify transcripts to see if Masters and PhD degrees reflect the same courses adding up to 18 credit hours and/or dissertation in the same field as the course is being taught.
- 2) Verified Research and Publications(s) in the same field with evidence.

Pertaining to research and previous years of teaching experience, new faculty for Undergraduate programs must meet the below criteria applicable to their rank:

| Rank      | Number of Publications | Years of Teaching Experience |
|-----------|------------------------|------------------------------|
| Lecturer  | 1                      | 1                            |
| Assistant | 3                      | 3                            |
| Associate | 5                      | 5                            |
| Professor | 7                      | 7                            |

Pertaining to teaching graduate courses, new or existing faculty must meet the below criteria applicable to their rank:

| Rank      | Number of Publications | Years of Teaching Experience |
|-----------|------------------------|------------------------------|
| Assistant | 4                      | 2                            |
| Associate | 6                      | 5                            |
| Professor | 8                      | 7                            |

- 3) An experience letter with name and length of courses taught from previous University/Universities.

### **Responsibilities:**

- A. President: The President is the designated authority for hiring faculty at City University Ajman. The Dean or Department Chair and the Office of the Vice Chancellor are responsible for verification and validation of all faculty credential requirements and maintain a personnel folder with documentation such as original transcripts, certifications, licensure, or other justification for each faculty member. If need be, they will review transcripts and relevant documentation for each faculty member as part of the hiring process.
- B. Deans and Department Chairs: Deans and department chairs are responsible for ensuring all faculty members are qualified to teach each of the courses to which they are assigned. In cases where the Dean's specialization does not align with that of the candidate, it is the responsibility of the Dean to designate a faculty member possessing a similar or matching specialization to participate in the panel interview

to assure a complete alignment between the candidate specialization and the assigned courses based on the availability within the college and/or University. All documents needed to demonstrate appropriate qualifications such as transcripts, certifications, licensure, research etc. should be reviewed to ensure the faculty is academically qualified to teach the courses assigned and submitted to the Office of Vice Chancellor and HR. Prior to a faculty member teaching a course she/he has not previously been approved by the Dean or the Vice Chancellor to teach, the Department Chair must examine the course description and student learning outcomes and determine if the faculty member is qualified.

Faculty Credentialing form must be submitted on a semester basis after the approval of the above parties.

### **Contract Issuance**

Once the University selects a candidate, the Human Resource Manager issues an Offer Letter which is sent to the candidate. The letter outlines the terms of the appointment and includes position, salary, benefits, duration of contract, and responsibilities.

- a. Upon acceptance, the Offer Letter 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 another photo identification.
- b. Upon receipt of written acceptance, the Human Resource Manager, in consultation with the Vice Chancellor and approval of the President, prepares the official appointment letter, which is then signed by the HR Director and sent to the candidate. This letter reaffirms the contract and clearly indicates the precise terms of the contract.
- c. Any subsequent extensions or modifications of an appointment along with any special understandings, is stated and confirmed in writing by the Vice Chancellor and the President.

### **Normalization Process**

All City University Ajman employees shall be provided with sponsored employment visas. This involves visa issuance, visa stamping, Emirates ID application, medical insurance, etc. as per their contractual agreements.

If a candidate is hired from abroad, City University Ajman provides a one-way entry ticket from the country of origin and a five days four nights' hotel accommodation in UAE.

### **Faculty Orientation**

HR department will conduct an orientation inclusive of University policies and procedures

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

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

### **Part-time Orientation**

The Department Chair is responsible for conducting an orientation session for adjunct faculty. The Dean explains University policies, required duties, and department expectations.

### **Resignation and Contract Termination**

#### **Resignation**

1. The resignation notice must be made a semester or six months prior to the intentional end date whichever is shorter. If this condition is not met, the faculty member may lose the end-of-service benefits for the tenure of their employment.
2. A faculty member who resigns from the University while under contract must do so in writing to the Department Chair.
3. The Department Chair shall forward the resignation letter to the Dean, who in turn forwards it to the Vice-Chancellor.
4. The Vice Chancellor reviews the resignation letter and then forwards it to the President.
5. The President, after reviewing the resignation letter, initiates the process of resignation with an official letter to the Vice President for Administration and Finance.
6. Formal acceptance of letter of resignation on behalf of the President, shall be sent to the faculty by the HR Director.

#### **Contract Termination**

Termination or dismissal from the University is only *for cause*. This is due to one or more of the followings:

1. Unsatisfactory performance
2. Serious misconduct under Labor Law Article 120
3. Prolonged inability to fulfill duties due to medical reasons
4. Reduction in academic staff caused by financial reasons, reduction in faculty requirements due to low enrollment, or non-availability of alternate positions

In such a case the faculty member receives a notice from the HR Department at least three (3) months before the end of the contract, or before the end of the academic year. If this condition is not met, the faculty member will be paid a severance allotment equivalent to the total of three months of basic salary.

#### **Faculty Member Promotion**

To be recommended for promotion, candidates are expected to have met the conditions that follow. In addition, they must have achieved meritorious accomplishments

commensurate with the rank to which they hope to be elevated.

1. The categories considered for evaluation are: teaching, research and scholarly works, and community services. Where appropriate, documentation should be submitted.
2. City University Ajman encourages its faculty members to conduct applied research in Humanities, Informatics, Engineering, and Health Sciences.
3. City University Ajman encourages faculty members to conduct joint research with internal and external researchers in their field of interest.
4. Research grants for high-quality research work or a reduction in teaching hours are considered on a case-by-case basis.
5. Faculty members may submit research proposals to the RC for these grant options.
6. The relative weights of these areas are: 40% for Teaching; 40% for Research and Scholarly Works; and 20% for Professional Work and Community Services.
7. Although specific contributions in the categories of teaching, scholarship or creative activity, and institutional service may vary from one faculty member to another and although individual faculty members can demonstrate accomplishment in diverse ways, all faculty members are expected to show accomplishment in these areas.
8. Specifically, the assessment of teaching should be based on such factors as:
  - Peer and student evaluations
  - Academic advising
  - Quality of course syllabi
  - Course development
  - Contributions to the core curriculum
  - Interdisciplinary teaching
  - Off-campus program involvement
  - Student or faculty-student research
  - Departmental honors projects
9. Scholarly work should be subject to peer review, i.e., articles in refereed professional journals, books published by presses employing peer review, book chapters, publications in non-refereed journals recognized by peers as of high quality and exhibits in juried shows.
10. Promotion should include an assessment of the faculty member's scholarly or creative accomplishments by external reviewers who have achieved recognition in the discipline of the faculty member being reviewed. Examples of institutional service are administrative responsibilities, University and community service, and membership activities in professional organizations.

### **Time in Current Rank and Eligibility for Promotion**

Candidates will *not* be considered for promotion until they have completed five (5) years of service in their current rank. This *must* include at least two (2) complete academic years working at that rank at City University Ajman.

No one is entitled to advancement solely because of length of service. It should be emphasized that accomplishment and merit are the essential criteria for promotion.

### **Criteria for Promotion**

Promotions from one academic rank to another are based on merit in three general categories: Teaching Competence, Scholarly and Creative Activities (writing a book, translation), and Professional and Community Service. As a faculty member moves along the academic ranks, progressively more is expected in performance and outcomes. Promotions do not automatically follow years of service at City University Ajman.

The following criteria have been established for promotion along with relative weights given to each:

1. Faculty will be eligible for promotion after completing five (5) years of service in their rank. This must include at least two (2) complete academic years working at that rank at City University Ajman.
2. Faculty must obtain the following scores:
  - a. At least 80% of the following total scores:
    - i. Research and Scholarly Activities – 40%
    - ii. Teaching Effectiveness – 40%
    - iii. Community and University Services 20%

Guidelines for these three criteria are listed below. These guidelines *must* be used by Department Chairs and the Faculty Promotion Committee (FPC) in evaluating candidate requests for promotion.

Teaching Competence. Criteria used include: Planning and preparation, command of subject matter, classroom presentation as assessed by peers and students, assessment of student performance, development of instructional methods, and extra (out of class) responsibilities including office hours.

### **Research and Scholarly Works**

Publications. Candidates for promotion will *not* be considered until they have prepared the minimum number of refereed publications in the form of journal papers, monographs, chapters in text or reference books, creative designs, or copyrighted studio-based work shown below. This is required *regardless* of the total percentage obtained in the promotion criteria shown at the beginning of this section.

- For promotion from Assistant Professor to Associate Professor:
  - a. Five (5) refereed research papers are required. A refereed published book or textbook in the field of specialization stands as one research paper. Three (3) of the research papers should be published during employment at City University Ajman.
- For promotion from Associate Professor to Full Professor:
  - a. Seven (7) refereed research papers are required. A refereed published book or textbook in the field of specialization stands as one research paper. Four (4) of the research papers should be published during employment at City University Ajman.
- In cases of multiple authorship, the University gives credit as follows:
  - a. Two authors each receives 50%;

- b. Three authors, each receives 33%
- c. Four authors each receives 25%.
- d. In health sciences and engineering papers, the senior author shall submit a signed approval of all authors on the distribution of participation percentages.

Discipline-Specific Achievement. This includes receiving awards or recognition from professional academic organizations, educational institutions, government agencies, or private foundations.

Professional and Community Service. This includes service to the University in administrative duties and on various committees; service to the profession including membership in professional organizations, attending meetings, and writing for publications; and service to the community either locally, regionally, or internationally.

**Document History**

*Revised and Approved: President, May 2021*

*Revised and Approved: President, Mar. 2022*

*Revised and Approved: President, Jan. 2024*

*Revised and Approved: President, May 2024*

**Procedure Title:****5.b1.2 Faculty Onboarding Procedures****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** FS05B2PR-01**Policy Reference:** FS05B1PO-03**Responsible:** Vice Chancellor, Director of Human Resource and Administration

---

**Purpose**

The purpose of this procedure is to welcome and effectively integrate the new faculty as a productive member of the University.

**Scope**

This procedure will be applicable to all the Departments in City University Ajman.

**Procedure:****Normalization Process**

All City University Ajman employees shall be provided with a 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, City University Ajman provides a one-way entry ticket from the country of origin and a five days four nights' hotel accommodation in UAE.

**Faculty Orientation**

HR department will conduct an orientation inclusive of University policies and procedures

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

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

**Adjunct Faculty Orientation**

The Department Chair is responsible for conducting an orientation session for adjunct faculty. The Dean explains University policies, required duties, and department expectations.

**Document History**

*Revised: President, May 2021*



**Procedure Title:****Faculty Termination and Resignation Procedures****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** FS05B3PR-01**Policy Reference:** FS05B1PO-03**Responsible:** Vice Chancellor, Director of Human Resource and Administration

---

**Purpose**

The purpose of this procedure is to inform faculty who are resigning or terminating their employment from the University, of the process of the resignation or termination.

**Scope**

This procedure will be applicable to all the Departments in City University Ajman.

**Procedure:****Resignation**

1. The resignation notice must be made a semester or six months prior to the intentional end date whichever is shorter. If this condition is not met, the faculty member may lose the end-of-service benefits for the tenure of their employment.
2. A faculty member who resigns from the University while under contract must do so in writing to the Department Chair.
3. The Department Chair shall forward the resignation letter to the Dean, who in turn forwards it to the Vice-Chancellor.
4. The Vice Chancellor reviews the resignation letter and then forwards it to the President.
5. The President, after reviews the resignation letter, initiates the process of resignation with an official letter to the Vice President for Administration and Finance.
6. Formal acceptance of letter of resignation on behalf of the President, shall be sent to the faculty by the HR Director.

**Contract Termination**

Termination or dismissal from the University is only *for cause*. This is due to one or more of the followings:

1. Unsatisfactory performance
2. Serious misconduct under Labor Law Article 120
3. Prolonged inability to fulfill duties due to medical reasons

4. Reduction in academic staff caused by financial reasons, reduction in faculty requirements due to low enrollment, or non-availability of alternate positions

In such a case the faculty member receives a notice from the HR Department at least three (3) months before the end of the contract, or before the end of the academic year. If this condition is not met, the faculty member will be paid a severance allotment equivalent to the total of three months of basic salary.

**Document History**

*Revised: President, May 2021*

**Policy Title:****5.b2 Staff Employment Policies****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Reference:** FS05B2PO-02**Responsible:** Vice President for Administration and Finance

---

**Policy Statement**

City University Ajman supports staff diversity, selection, size, and composition to maintain a stable full-time staff corps to promote quality, expertise, and continuity in its academic environment. University policy encourages staff diversity through practices of fairness and equal treatment.

City University Ajman is an Equal Opportunity Employer. It does not discriminate on the basis of race, color, sex, national origin, religion, disability, or any other impermissible reason specified in the UAE labor laws.

**Authenticity of Qualifications**

Before confirming any appointment, City University Ajman requires viewing the original academic credential or certification furnished with a CV and application. City University Ajman will also verify that any qualifications or credentials meet international standards by consulting the CAA, appropriate standards body, or the institution granting the qualification.

As per CAA requirements, each degree must be equivalent as per the Ministry of Education, if not earned within U.A.E.

**Staff Recruitment**

The procedure for hiring new staff members at City University Ajman is as follows:

**Position Vacancy**

1. The Head of Department prepares an HR requisition which includes the job description and a statement of minimum qualifications to be submitted to the Financial Controller.
2. If approved by the Financial Controller, the requisition shall be sent to the President for approval.
3. If the President approves the requisition, he shall grant approval for the position(s).

**Advertisement**

The University advertises in local and international newspapers, on the University 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 City University Ajman. All advertisements must be approved by the President.

### **Equal Opportunity**

City University Ajman affords equal opportunity to all students, employees, and applicants in all of its programs and activities regardless of race, color, religion, gender, national origin, age, or disabilities. Staff is the heart and soul of City University Ajman. Great care is given to the selection of each staff member. An earnest attempt is made to include a variety of cultural and educational backgrounds.

### **Applicant Evaluation**

Evaluating applicants is a shared departmental concern. The Head of Department leads a selection committee to review the documents. Short-listed candidates are normally interviewed. The best-qualified candidates are recommended to the Head of Department, who forwards their files to the Director of Human Resource and Administration for review before the President's final approval.

Selection standards typically include the following:

- Excellence in performance
- Proficiency and experience in the field of work and the ability to integrate it into related subject areas

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

### **Staff Records and Qualifications Verification**

During the employment process for staff, degree verification, background check verification of each staff member recommended for employment must be concluded by the Human Resource Office.

### **Contract Issuance**

Once the University selects a candidate, the Human Resource Manager issues an Offer Letter which is sent to the candidate. The letter outlines the terms of the appointment and includes position, salary, duration of contract, and responsibilities.

1. The Offer Letter 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 another photo identification.
2. Upon receipt of written acceptance, the Human Resource Manager, in consultation with the Financial Controller and approval of the President, prepares the official appointment letter, which is then signed by the HR Director and sent to the

candidate. This letter reaffirms the contract and clearly indicates the precise terms of the contract.

3. Any subsequent extensions or modifications of an appointment along with any special understandings, is stated and confirmed in writing by the Director of Human Resource and Administration and the President.

### **Contract Terms**

The contract consists of the following terms:

- Job Title
- Report To
- Start Date
- Duration of Contract
- Probation Period
- Timing and Location
- Duties
- Salary and Benefits
- Termination
- Confidentiality
- Other Terms and Conditions

### **Probation**

Probation period for staff is six months.

During probation period, an employee of City University Ajman isn't eligible for any form of paid leave and loan. However, they are entitled to all government paid holiday and medical insurance.

### **Contract period**

Staff members' duration of contract is two years and renewal or discontinuation is determined by the performance evaluation of each member through the direct supervisor and the president.

### **Staff Orientation**

The HR department will conduct an orientation inclusive of University policies and procedures.

The Head of Department shall conduct an orientation session for all newly hired full-time staff members. As a minimum, the orientation session will highlight:

- University policy and procedures
- Staff duties and responsibilities
- Any other concerns raised by either party

### **Staff Classification**

Currently, there are three types of staff employed at City University Ajman:

### **Full-Time Staff**

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

### **Part-Time Staff**

Employees hired to work regularly between 20 to 35 hours a week. They are entitled to leave, medical, air travel, and other benefits as indicated in the contract

### **Seasonal (Temporary) Staff**

Employees hired for a specific time period to accomplish certain goals or specific tasks. Temporary employees work on an hourly basis and are not entitled to any benefits.

### **Standard Working Hours**

The University observes a 40-hour work schedule for all full-time employees.

The standard work hours are in two shifts:

1. Morning Shift from 9:30 am to 2:30 pm
2. Evening Shift from 6:30 pm to 9:30 pm

Work hours are sometimes adjusted based on the needs of the University. Part-time staff member schedules are approved by the senior management, usually at time of the interview.

### **Resignation or Termination of Contracts**

#### **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 payment for the last year of their employment.

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

#### **Termination of the Contract**

Termination or dismissal from the University will be only for cause. The cause means one or more of the followings:

- Unsatisfactory performance
- Recommendation from a disciplinary committee for serious misconduct
- Prolonged inability to fulfill duties due to medical reasons
- Reduction in staff caused by:

- o Financial exigency
- o Discontinuance
- o Reduction in the size of a program
- o Non-availability of alternative positions

In such a case, the staff member receives a notice at least a month before the end of their contract or before the end of the academic year. If this condition is not met, the staff member will be paid a severance allotment equivalent to the total of three months' salary.

### **Staff Promotion**

To be recommended for promotion, candidates are expected to have met the conditions that follow. In addition, they must have achieved meritorious accomplishments commensurate with the rank to which they hope to be elevated:

1. Consideration for staff member's promotion shall be subject to an available vacant position or a need to create a new position.
2. The categories considered for evaluation will depend on the position and department. Where appropriate, documentation should be submitted.
3. The broad line assessment of an administration staff member should entail below factors:
  - Job Knowledge
  - Quality of Work
  - Quantity of Work
  - Professionalism and Communication
  - Dependability
  - Leadership
  - Cooperation & Attitude
  - Initiative
  - Adaptability
  - Judgement
4. Promotion should include a compilation of all periodical assessment of the employee's accomplishments by the Head of Department.
5. Based on the above committee recommendation and all supporting documents, President shall give the final approval.

### **Time in Current Rank and Eligibility for Promotion**

Candidates will be considered for next rank promotion based on the eligibility of promotion report.

### **Criteria for Promotion**

Promotions from one rank to another are based on general categories stated above. As a staff member moves along the ranks progressively, more is expected in performance and outcomes. Promotions do not automatically follow years of service at City University Ajman.

Each factor stated above is rated out of 10% for promotion along with relative weights given

to each. A staff member is eligible for promotion after completing the stated duration (Please refer to HR promotion document) subject to performance. Staff must obtain a minimum of 85% in each evaluating factor.

### **Promotion Procedure**

1. A staff member becomes a candidate for promotion by formally submitting their dossier to the Head of Department for consideration.
2. HOD must confirm the eligibility of the staff member's request.
3. Promotion is based on the factors stated in the evaluation form.
4. The Head of Department shall rate the candidate in each of the categories of evaluative criteria using an appraisal form developed by the University and gives an overall assessment of the candidate.
5. The Head of Department shall submit the dossier and the appraisal, with appropriate comments to the Head of HR.
6. The Head of HR shall review the dossier and the need of his position and shall call for a meeting of the Staff Promotion Committee.
7. The Staff Promotion Committee shall review the dossier and shall submit it to the President.
8. The President shall issue the required official Promotion Decree.
9. Copy of the Promotion Decree shall be kept in the faculty file in the HR Department.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*



**Policy Title:****5.b3. Employee Relocation Policy****Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Number:** FS05B3PO-02**Responsible:** Vice Chancellor, Director, Human Resource and Administration**Purpose**

To create a globally diverse University, City University Ajman promotes recruiting faculty and staff from varied cultures, languages and social backgrounds. In accordance, any employee recruited from outside the UAE shall be entitled to the following relocation benefits.

**Scope**

This policy applies to all City University Ajman faculty and staff members.

**Relocation Ticket**

1. At the start of employment, City University Ajman shall provide travel tickets from the point of departure to the UAE for employees hired from outside the country.
2. All employees Grade 3 & E and above shall be eligible for tickets for dependents as well. (as per the eligibility criteria)
3. In general, the City University Ajman shall arrange for the air ticket of the employee. In certain cases, an employee may be allowed to make their own travel arrangements. Reimbursement shall be made on the cost City University Ajman would have incurred in providing these travel tickets.

**Relocation Allowance**

Employees Grades 4 & E and above are entitled to relocation allowance. Allowance rates are established based on the employee grades (mentioned below) and shall be provided at the start of the employee's contract per the terms of their contract.

| Grade Level | Furniture/ Maintenance Charges- | Amount (AED) |
|-------------|---------------------------------|--------------|
| 2 and B     | Dean/ HODs/ Director            | 15,000       |
| C           | Professor                       | 12,500       |
| D and E     | Associate/ Assistant Professor  | 10,000       |
| 3           | Managers/ Deputy Director       | 10,000       |
| 4           | Asst. Managers                  | 8,000        |

## **Hotel accommodation**

On arrival in the UAE and at the start of employment, the City University Ajman shall provide employees and eligible dependents with four nights' hotel accommodation and breakfast. In general, the City University Ajman shall make the Hotel booking of the employee. In certain cases, an employee may be allowed to make their own travel arrangements. Reimbursement shall be made on the cost the City University Ajman would have incurred in making these bookings.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****5.c Compensation and Benefits****Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Number:** FS05CPO-03**Responsible:** Vice Chancellor, Director, Human Resource and Administration

The basic salary and total salary for faculty and staff members will be paid as indicated below:

| FACULTY MEMBERS |                     |                    | STAFF MEMBERS |                    |                    |
|-----------------|---------------------|--------------------|---------------|--------------------|--------------------|
| Grade           | RANK                | Total Salary (AED) | GRADE         | Basic Salary (AED) | Total Salary (AED) |
| A               | Dean                | 25,000 - onwards   | 10-13         | 9,600 – 12,000     | 16,000 - 20,000    |
| B               | Professor           | 18,000 -27,000     | 7-9           | 6,600 – 9,000      | 11,000 - 15,000    |
| C               | Associate Professor | 17,000-23,000      | 4-6           | 3,600 – 6,000      | 6,000 - 10,000     |
| D               | Assistant Professor | 13,000-18,000      | 1-3           | 600 – 3,000        | 1,000 - 5,000      |

Note: Total salary includes, allowances, and other benefits. The basic salary is 60% of the total salary.

**Salary Payment**

Employees receive their salary once per month through electronic bank transfer. Salary is transferred on the last regular working day of each month, except when this day falls on Friday. In such cases, transfers take place on the Thursday before. Notify the HR office if there is a problem with the transferred salary amount. Complete all payroll forms in the Director of HR and Administration's office for processing.

**Overtime Policy**

Any employee required to work an extra day during the week is compensated with a day off the following week or at a time of their choice, with management approval.

**Allowances**

The total salary includes all allowances such as position, education, accommodation, transportation, etc.

**Airfare Allowance**

All City University Ajman employees are eligible for an Airfare Allowance of AED 2000 on completion of one/each additional year service with the University.

All Faculty members and Administrative Managers are entitled to this allowance for self, spouse, and three children under the age of 18 years.

### **Medical Insurance**

Faculty and professional staff members are entitled to free medical insurance provided by City University Ajman. A spouse and up to three (3) children (under the age of 18) are eligible for coverage through this insurance.

### **Personal Accident Insurance**

Additionally, City University Ajman covers all employees against the following up to the maximum capital sum of AED 50,000:

1. Accidental death- covered up to maximum capital benefit
2. Permanent Total Disablement- up to maximum capital benefit
3. Temporary Total Disablement- 1% of Capital Sum Insured per person per week up to 52 weeks, excess 1 day
4. Medical and Surgical Expenses- Actual Expenses limited to maximum- AED 15,000 per person
5. Repatriation of mortal Remains- Actual Expenses limited to Maximum- AED 15,000 per person

### **Employee Death and Indemnity Fund**

1. In case of an employee diseases as a result of work related injury or an occupational disease, the members of his family shall be entitled to compensation equal to his basic remuneration for 24 months provided that the amount of compensation shall not be less than Dh 18,000 or not more than Dh35,000 as stated in Art 149 of UAE Labor Law. The amount of compensation shall be calculated on the basis of the last drawn salary received by the employee before his death. For the purpose of the provisions of this article, the expression 'deceased worker's family' means the following persons wholly or principally dependent for their subsistence on the deceased worker's income at the time of his death. They include the widow or widower.

Children, namely sons who are under 17 years of age, and sons who are regularly enrolled in educational institutions and are under 24 years of age or who are mentally or physically incapacitated to earn a living. The term 'sons' includes the sons of the husband or of the wife who were in the deceased employee's care at the time of his death.

Unmarried daughters, which includes unmarried daughters of the husband or the wife who were in the deceased employee's care at the time of his death; Parents; brothers and sisters, subject to the conditions prescribed for sons and daughters."

In addition, the University has an insurance policy which shall cover the repatriation of the mortal remains, in addition to the end of service entitled for the employee as specified in the employment contract.

2. If the death is a natural death, the University shall cover the current month salary at the time of death with an extra of 1-month salary and shall cover the expenses of sending the corps to the employee country with an accompanying relative ticket, in addition to the gratuity funds entitled for the staff/faculty as per termination of contract rules.

### **Disability Compensation**

In case an employee sustains a work-related injury or receives a work related injury, City University Ajman shall cover the entire cost of treatment in a government or a private medical center until he recovers or is proven disabled as stated in Art 144 of UAE Labor Law.

As stated in Art 145 of UAE Labor Law, where such an injury prevents the employee from performing his duties, he shall have paid full salary (based on the last drawn salary) throughout the period of treatment or for a period of six months, whichever is shorter. In the event, the treatment lasts more than six months, the allowance shall be reduced by one-half for further six months or until the employee recovered, declared disabled or dies whichever occurs first.

### **End-of-Service Benefits (EOSB)**

Faculty and professional staff are entitled to end-of-service benefits for each year of service in accordance with Federal Law of 1980 (No. 8) on Regulating Labor Relations with Related Resolutions and Ministerial Decisions for the UAE.

|                     |  |
|---------------------|--|
| Contract Completion |  |
|---------------------|--|

Service Less than 1 year

EOSB Not Applicable

|                                |                                                |
|--------------------------------|------------------------------------------------|
| Service of 2 years and 4 years | EOSB at 21 days Basic Salary X number of years |
|--------------------------------|------------------------------------------------|

As derived from Article 138, only when an employee has completed the duration of his/her contract, s/he shall be eligible for full gratuity as mentioned in Article 132. The above defined gratuity shall be not applicable if the employee has signed a renewed contract or has entered into the next employment year (from second or fourth year).

|             |  |
|-------------|--|
| Resignation |  |
|-------------|--|

|                                    |                                                                                                     |
|------------------------------------|-----------------------------------------------------------------------------------------------------|
| Service Less than 1 year           | EOSB Not Applicable                                                                                 |
| Service between 1 year to 3 years  | EOSB at 1/3rd of 21 days Basic Salary X number of years                                             |
| Service between 3 years to 5 years | EOSB at 2/3rd of 21 days Basic Salary X number of years                                             |
| Service of more than 5 years       | EOSB at 21 days basic salary for first 5 years + EOSB at 30 days basic salary for rest of the years |

Even though all City University Ajman faculty and staff are on Limited contract, still in case they resign from the employment, he/she shall be paid Gratuity as per the Art. 137 of UAE Labor Law.

|                                   |                                                                                                     |
|-----------------------------------|-----------------------------------------------------------------------------------------------------|
| Termination                       |                                                                                                     |
| Service Less than 1 year          | EOSB Not Applicable                                                                                 |
| Service between 1 year to 5 years | EOSB at 21 days Basic Salary X number of years                                                      |
| Service of more than 5 years      | EOSB at 21 days basic salary for first 5 years + EOSB at 30 days basic salary for rest of the years |
|                                   |                                                                                                     |

In case of termination, as stated in Article 132, employee is entitled to gratuity as mentioned below:

#### **Retirement Pension and Benefits Fund**

Under this Fund, every UAE National (male or female) who is engaged in the service with City University Ajman must be registered with the Fund within a period of ten (10) days

starting from the date on which they joined. City University Ajman and the Employed Person (Insured) both shall make contribution to the Fund compulsorily. Please refer to the below mentioned guidelines of the pension fund:

- A portion of 5% shall be deducted from salary of the Employed Person (Insured) on a monthly basis and shall be transferred by the employer to the Fund. Also, an additional 15% shall be paid by City University Ajman.
- In addition, the Government shall contribute 6% of salary once every year. This matter is handled directly between the Government and the Fund.
- The word 'salary' mentioned shall comprise of basic monthly salary + monthly paid allowances that are received by the insured in both a regular and continuous manner, and in particular those allowances stated in the internal regulations and employment contracts, provided that the total of salary and allowances shall not be less than AED 3000 or more than AED 60,000. For example, if the salary together with allowances is less than AED 3000 or increased to more than AED 60,000, in such case contributions shall be made on the basis of these two limits.

## **Business Travel Compensations**

### **Business Travel**

All employees traveling on official business assignments shall be paid Business Travel allowance (per diem) for all assignments outside and inside the UAE to cover the expenses incurred in carrying out these official assignments. Per Diem will be paid as an advance cash amount to the delegated employee in order to cover total costs of meals, transportation from/ to airports and inside the destination cities of the mission, and any other petty expenses required to accomplish trip tasks.

Official business assignments not limited to, attending exhibitions, school visits, conferences, participation in conferences and events to create further brand awareness, or to accomplish specific assignments on behalf of City University Ajman.

Conditions for eligibility or non-eligibility of granting the daily per diem mentioned below for business missions, training, workshops, conferences.

### **Local Travel:**

1. Business missions (mission/training shall last for 6 hours or more on each day) which will require the employee to travel from one emirate region to another.

| Emirate | Transportation (Private) AED | Transportation (CUA) AED |
|---------|------------------------------|--------------------------|
|         |                              |                          |

|                             |     |    |
|-----------------------------|-----|----|
| Ajman & Sharjah             | 50  | 35 |
| Dubai & Umm Al Quwain       | 70  | 50 |
| Fujairah and Ras Al Khaimah | 90  | 40 |
| Abu Dhabi                   | 135 | 50 |

2. Business missions which last for more than two or more days of continuous travel covering a minimum distance of 100 kms (like Abu Dhabi, Al Ain, Western Region, Northern Emirates) shall be entitled for City University Ajman paid Hotel Stay. Additionally, this transportation per diem shall be applicable.

### Foreign Travel

Foreign traveling expenses for employees will be borne by City University Ajman as defined below:

1. All foreign travels are subject to prior approval from the President.
2. All requests for air tickets must be made sufficiently in advance of the travel date. (at least one month ahead)
3. Travelling Advance (TA) which is capped as per the individual category is paid in advance to cover the cost of per day meals, within the city transportation and other personal nature expenses.
4. In addition, visa costs will be reimbursed based on the country of travel.
5. In general, the CUA shall arrange for the air ticket of the employee. In certain cases, an employee may be allowed to make their own travel arrangements. In such cases, reimbursement shall be made on the minimum available airfare.
6. Upon return, all employees and faculty members representing the University in any accreditation conference/ workshop/ events must submit an executive summary and networking report to the Office of the President.
7. Ceiling for stay in hotel as per the region and daily allowance applicable to different cadre of employees and class of travel permissible are indicated in below tables:

| Grade If Any | Position | GCC | Europe | Asia | Africa |
|--------------|----------|-----|--------|------|--------|
|--------------|----------|-----|--------|------|--------|



|         |                                                                                |                |                |                |                |
|---------|--------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|
|         | Vice Chancellor                                                                | AED<br>700/day | AED<br>800/day | AED<br>700/day | AED<br>700/day |
| A-B-1-2 | Dean/Director/Head of<br>Department                                            | AED<br>500/day | AED<br>600/day | AED<br>400/day | AED<br>400/day |
| C-D-E-3 | Professor/Associate<br>professor/Assistant<br>Professor/Deputy<br>Head/Manager | AED<br>400/day | AED<br>500/day | AED<br>300/day | AED<br>300/day |
| 4-5     | Assistant Manager/Officer                                                      | AED<br>300/day | AED<br>400/day | AED<br>200/day | AED<br>200/day |

| Grade If<br>Any | Position                                                                       | Airline Ticket<br>Category | Allowance per diem |
|-----------------|--------------------------------------------------------------------------------|----------------------------|--------------------|
|                 | Vice Chancellor                                                                | Economy                    | AED 300/day        |
| A-B-1-2         | Dean/Director/Head of<br>Department                                            | Economy                    | AED 200/day        |
| C-D-E-3         | Professor/Associate<br>professor/Assistant<br>Professor/Deputy<br>Head/Manager | Economy                    | AED 100/day        |
| 4-5             | Assistant Manager/Officer                                                      | Economy                    | AED 100/day        |

8. During peak seasons, characterized by regional variations, an additional reasonable hotel allowance may be granted. However, employees must secure prior written approval from the HR Department for such requests.

#### Interns

- CUA supports internship programs that enhance growth and learning opportunities for our students at certain positions. In certain positions, where acquired skills are a prerequisite for successful completion of tasks, renewal of contracts shall be considered. Participating students have the platform to work in various domains within the University. 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 University.
- All students tentatively selected are required to submit a reference check prior to appointment. Favorable results must be received to confirm their internship. Based on the availability and applicant's capability CUA offers various categories of Internship:

| Category                                           | Package                                                                                              |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Long term Internship                               | 1. Undergraduate: AED 2000 + 30 % Scholarship.<br>2. Graduate and above: AED 3000 + 30% Scholarship. |
| Temporary /monthly-<br>5 Days/week and 8 hours/day | AED 2000                                                                                             |
| Temporary /monthly-<br>5 Days/week and 4 hours/day | AED 1000                                                                                             |
| Temporary/Week                                     | AED 500                                                                                              |
| Temporary/day                                      | AED 100                                                                                              |
| Temporary                                          | Unpaid                                                                                               |

**Note:**

- No internship shall exceed more than a year.
- Under the internship category, interns who have successfully completed their second year of internship shall be eligible for 15 days of annual leave.
- A student shall only receive a discount towards the semester of his engagement.
- A maximum of thirty-five percent (35%) discount shall be applied towards the semester fees.
- No two (2) discounts or scholarships can be combined. The higher discount shall be applied towards the semester fees.
- On completion of the term of internship supported by positive evaluation, the contract may shift to permanent employment (based on availability of a position pertaining to the field).

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, June 2024*

**Policy Title:****5.d Leaves****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05DPO-03

**Responsible:**Vice Chancellor, Director, Human Resource and Administration

---

**Leaves**

The term “leave” denotes a time during which the faculty member does not have obligations to the University in terms of teaching or service; an expectation of scholarly activity may continue, depending upon the type of leave. For a specific part of leaves, the University provides salary and benefits. For other leaves, the University does not provide salary continuation or benefits; the latter are referred to as Leave without Pay (LWOP).

**Faculty Annual Leave**

A normal annual leave of 40 calendar days each year is granted to all the full-time 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. Faculty members must be regularly available to students and participate continuously in the educational programs of the University. Leaves of absence, in addition to sabbatical leaves, may result not only in reducing a faculty member’s contribution to the University but in disruption of instructional programs. Therefore, it is University 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 know in advance of any absence of a faculty member on active duty that may affect class, laboratory, research, or other commitments.

In addition to the Annual Leave, and as per the Ministry decree, the University grants faculty fully paid Winter Break for One Week and One Week during Spring Break.

## Staff Annual Leave

Entitlement of leave is based on the staff member's title as shown in the table below. The number of leave days authorized does not include official and religious holidays announced by the UAE government.

| Position               | Days |
|------------------------|------|
| Director               | 39   |
| Manager                | 37   |
| Officer or Coordinator | 35   |
| Support Staff II       | 32   |
| Support Staff I        | 30   |

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

## Public Holidays

The University will issue its calendar defining annual and government official holidays.

Official holidays will not be added to the employee's leave when they fall during the annual leave periods or other permitted leaves.

## Sick Leave

- Any employee who cannot attend to their duties because of illness must inform the head of their department as soon as possible or maximum within three working days.
- A medical certificate must be presented once able to return to duty to be paid for the sick day
- Employees during the 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 half of their total salary; henceforth, the leaves taken will be at a loss of pay, as per Art. 83 of the UAE Labor Law. In total, the employee is eligible for 90 days of Sick leaves. The unutilized leaves in a particular year cannot be carried forward to the following calendar year.
- If the illness results from the worker's misconduct, no wage shall be paid for the sick leave.
- 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 seven days from the date of resumption of duty, will be treated as an unauthorized absence. Part of the annual leave, leave without pay as determined by the Director of HR & Administration.
- Sick leave will be approved only when supported with a medical certificate approved by a certified doctor in the UAE.
- Failure to resume work after exhausting all sick leaves may result in termination of employment, with the employee holding his rights to his end of service entitlements.

### **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 the production of an official medical certificate by a certified and registered medical practitioner specifying the number of days recommended.

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

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

### **Maternity Leave**

According to Article 30 of the UAE Labor Law, a female employee will be entitled to a maternity leave of (60) sixty days as follows:

- a) The first (45) forty-five days with full pay.
- b) The following (15) fifteen days with half payment.

A female employee who has exhausted her maternity leave may be absent from work without pay for additional 45 successive or interrupted days if such absence is due to an illness to her or her child as a result of pregnancy or delivery and preventing her from resuming to work. The female employee must submit a medical certificate issued by a medical institution as documentation.

This maternity period includes both pre and post-natal periods and can avail maternity leave starting from the month preceding the month of delivery. 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 will be entitled to maternity leave, if delivery takes place after six months of pregnancy or above, whether the child is healthy or unfortunately deceased. And where the female employee delivers a sick child or child of determination which requires a continuous attendant, the employee will be granted additional 30 days of leave with full pay.

After resuming maternity leave, a female worker will be entitled to one or two breaks per day to nurse the child, provided that such period does not exceed one hour.

### **Paternity Leave**

Employees are to receive a five-day paternity leave following the child's birth concurrently or intermittently to take care of his child. Such leave shall be taken successively or otherwise during the period of (6) six months following the child's date of birth.

### **Bereavement Leave**

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

### **Study Leave**

An employee affiliated with or attending educational institutions in the UAE may be granted a study leave of (10) ten Working Days per year to sit examinations. He has completed at least (2) two years of service with the University. Employees will be required to present evidence of their examination dates by providing a letter from their institution.

### **Hajj Leave**

- A Muslim employee who completes one year of service at City University Ajman may be granted a leave to perform Hajj. Hajj leave is authorized only once during service at City University Ajman.
- Every Muslim employee is entitled to Hajj Leave of thirty (30) unpaid days with compensation to fulfill the obligation to make the Hajj. This particular leave is granted only once during an employee's period of service in City University Ajman.

- The leave period 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 Hajj leave are counted as part of Hajj.
- 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 the HR Department accordingly.
- An employee who is required to come in an extra day during the week will be compensated in either of the following ways:
  1. Support staff, Cashier, and IT Department are eligible to be compensated against these extra hours upon management's approval.
  2. Assistant to Assistant Managers are eligible for a day in the following week or whenever possible, upon management's approval.
  3. The compensatory leaves cannot be carried forward beyond one calendar year.

#### **Leave Encashment Exemptions**

City University Ajman 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, City University Ajman will provide encashment in lieu of the employee's vacation. As per UAE Labor law, a maximum of 30 days of leave will be paid. The rest of the accrued leave days (if applicable) should be used within the employee's anniversary or dissolved.

#### **Unpaid Leave**

##### **Short- Term Absence**

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



- An employee can apply for a maximum of 30 days of unpaid leave within one contract period.
- 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 a part of the service period to calculate the employee's gratuity.
- Weekends and public holidays falling within the leave period without pay will be counted as part thereof.
- Employees should obtain the approval of the Department Head; submit the same to the HR Department.

### **Leave of Absence/ Long Service Leave/Sabbatical Leave**

Eligible employees can avail of long service for three months or one regular semester. The applicant is responsible for concluding all endorsements for each assigned course. The 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 the same/ new asset shall be assigned to the employee upon resumption.

The employee forfeits his right to monthly salary or benefits accrual during this period. It shall be management's discretion to consider them for upcoming performance evaluation. This long leave period shall also not be considered for the computation of end-of-service benefits. Strictly no extensions shall apply on this type of leave.

### **Criteria**

- The employee should be performing a minimum of 40 hours/week
- Should be a permanent employee and should have served for a minimum of two years with the University.
- The 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**

- The interested employee shall raise the request
- Supported by the recommendations of their HOD
- HOD shall formulate a substitute plan
- Furthermore, verified by the Head of HR and Admin
- The Vice-Chancellor shall review the request

- Lastly, the final approving authority shall be the President.
- Before the leave date, the employee shall endorse his duties to substitute/ HOD

### **Sabbatical Leave:**

Applies to full-time faculty and staff members who have completed a minimum 5 paid years of service at the University.

City University Ajman seeks to advance the academic skills, expertise, and experience of all eligible faculty members so that they make effective contributions to the research mission of the University. City University Ajman recognizes that periodic opportunities to relinquish obligations to teaching and service may be required to secure such advances.

The Sabbatical Leave Policy is only for professional development and is for a limited time only to a maximum of one semester. It is applicable only for a single time during the tenure at City University Ajman.

### **Process:**

- An official request must be submitted to grant a sabbatical leave and should be approved by the President.
- Sabbatical leave is not an entitlement and is not automatically granted.
- Sabbatical leaves are granted with no salary and benefits.
- Only one faculty member per department will be granted sabbatical leave simultaneously.
- When a faculty member accepts a sabbatical leave, they automatically commit to returning for a minimum of one academic year of service to the City University Ajman
- Should the faculty member not return, or should they resign within this academic year, the end-of-service calculation shall be calculated from the date sabbatical leave had initiated
- All research conducted and published shall be under City University Ajman's name during the sabbatical leave.

### **Unauthorized Absence**

An unapproved extension of any previously approved leave or absence without prior authorization will be considered unauthorized.

City University Ajman reserves the right to terminate an employee's contract if absent for more than seven successive days without notifying the concerned authority. The same policy shall apply if 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 unpaid working days will follow by the management.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, May 2021*

*Revised and Approved: Board of Trustees, Mar 2022*

**Policy Title:****5.e Faculty/Staff Personnel Records****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FS05EPO-02**Responsible:** Vice President for Administration and Finance

---

The HR Department manages the administrative details of appointing new faculty and professional staff. This includes obtaining Approvals from HR Authority, Abu Dhabi, valid residence permits, benefits management, conducting evaluations for non-academic employees, and maintaining HR personnel files.

The department prepares and maintains an official HR personnel file for all employees. Files are retained by the HR office and stored in secure, fireproof file cabinets that must be locked at all times. At the same time, all the HR personnel files are archived and are stored as a backup in our server.

Required documents for faculty and professional staff files include:

- Current Resume (CV)
- Academic Degree and Transcript (Attested Copies)
- Copy of Passport with UAE Visa page
- Copy of Emirates ID (Front and Back)
- Current Passport Photo
- Offer Letter
- Employment Contract
- Letters of Reference (if available)
- Non-Objection Certificate (if required)
- Employee Information Form
- Employment Application (Staff Only)
- Approved Leave Forms
- Performance Evaluations
- Promotion Letters
- Course-Instructor Survey Summaries
- Disciplinary Action Records
- Resignation or Termination Letters
- Other Employment Related Documents

**File Access**

Only authorized HR staff members have access to employee HR files. An employee may review his or her record at any time in the presence of an HR staff member.

Managers and supervisors are authorized to view the records of their employees in the

presence of an HR staff member.

Consult with the Director of HR & Administration for additional department policy and information on HR file access.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Procedure Title:**

**Employee HR File Naming Convention**

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** FS05EPR-01

**Policy Reference:** FS05EPO-02

**Responsible:** Director of HR & Administration

---

**Purpose:** To standardize the procedure of filling employee documents in the HR file.

**Scope:** This policy pertains to all employees working at City University Ajman; inclusive of Part-time, Temporary, Visiting Faculty, Student Interns, and Consultants.

**Policy Statement:** This policy defines the naming convention mechanism of an employee HR file.

All employees' files are maintained in electronic and non-electronic version. Electronic version is saved only in the server dedicated for HR. Simultaneously, hard copy of the file is stored in the Fireproof locker at all times.

**File Standardization**

Establishing file-naming standards will:

- improve access to documents and ensure that the appropriate set of documents are available at the right time to support the daily business operations of each unit;
- facilitate effective collaborative work between employees; and
- ensure that electronic files are easy to locate for records purposes.
- In addition, consistent use of a standardized set of file names intends to decrease the time needed to locate documents when responding to formal requests for information.

This guideline is to be used as a basis for naming electronic documents thoughtfully and consistently. All HR employees should endeavor to apply these standards within their unit.

**Procedure to preparing an employee HR File**

Upon the confirmation of an employee joining and upon receipt of all documents, the HR Officer prepares the HR file. The documents are stored in the below order only and any missing document will be recorded with a note, on the file. The order of filing HR document is as follows:

Table A

|                                              |                              |
|----------------------------------------------|------------------------------|
| Section- A: Credentials                      |                              |
| 1                                            | Curriculum Vitae             |
| 2                                            | Doctorate Equivalency        |
| 3                                            | Doctorate Degree             |
| 4                                            | Doctorate Transcripts        |
| 5                                            | Masters Equivalency          |
| 6                                            | Master's Degree              |
| 7                                            | Masters Transcripts          |
| 8                                            | Bachelors Equivalency        |
| 9                                            | Bachelor's Degree            |
| 10                                           | Bachelors Transcripts        |
| 11                                           | TOEFL/ IELTS                 |
| 12                                           | FAHRE Approval               |
| Section- B: Employment Documents             |                              |
| 13                                           | Current Employment Contract  |
| 14                                           | Probation Evaluation         |
| 15                                           | Promotion Letter             |
| 16                                           | Increment Letter             |
| Section- C: Personal Documents               |                              |
| 17                                           | Emirates ID                  |
| 18                                           | Visa Page                    |
| 19                                           | Passport Copy                |
| 20                                           | NOC                          |
| 21                                           | Vaccination Card             |
| Section- D: Recruitment Supporting Documents |                              |
| 22                                           | Previous Employment Contract |
| 23                                           | Offer Letter                 |
| 24                                           | Reference Check              |
| 25                                           | Interview Evaluation forms   |
| 26                                           | Approved CV                  |
| Section- E: Joining Forms                    |                              |
| 27                                           | Date of Joining              |
| 28                                           | NERF Forms                   |
| 29                                           | Health Declaration form      |
| 30                                           | Acceptance to UAE Norms      |
| 31                                           | Tolerance Form               |
| 32                                           | HR Orientation Forms         |
| Section- F: Request Forms                    |                              |

For the purpose of the policy, all the documents are listed in order stated above, however, if any documents are not applicable to the employee, the document and listed serial number may be excluded.

### Electronic Copy of the HR File

The electronic copy of employee HR file is maintained in the same order as recorded in hard copy, maintaining the same order of documentations.

| « HR Documents > Faculty and Staff Credentials > Faculty Files > Law > EMP-64 Dr. Fouad Qasem Musaeed |                    |             |  |
|-------------------------------------------------------------------------------------------------------|--------------------|-------------|--|
| Name                                                                                                  | Date modified      | Type        |  |
| Section-A Credentials                                                                                 | 28/12/2021 4:16 PM | File folder |  |
| Section-B Employment Documents                                                                        | 28/12/2021 4:18 PM | File folder |  |
| Section-C Personal Documents                                                                          | 28/12/2021 4:19 PM | File folder |  |
| Section-D Recruitment supporting Docu...                                                              | 28/12/2021 4:21 PM | File folder |  |
| Section-E Joining Forms                                                                               | 28/12/2021 4:22 PM | File folder |  |
| Section-F Request Forms                                                                               | 28/12/2021 3:40 PM | File folder |  |

### Naming Convention:

1. Filename is started with the most important parameter being the Document Code, which will be based on the list provided in Table A.
2. Differentiate the employee through inserting the employee code and employee name, keeping the name brief unless otherwise required (using maximum first name, middle name, last name).
3. Lastly, mention the document name followed by the expiry date of the document if applicable. See the below illustration.

| « Faculty Files > Law > EMP-64 Dr. Fouad Qasem Musaeed > Section-C Personal Documents |                    |                    |        |  |
|---------------------------------------------------------------------------------------|--------------------|--------------------|--------|--|
| Name                                                                                  | Date modified      | Type               | Size   |  |
| 17 EMP-64 Dr. Fouad Qasem Musaeed EID 2019                                            | 12/12/2016 1:12 PM | Adobe Acrobat D... | 205 KB |  |
| 18 EMP-64 Dr. Fouad Qasem Musaeed Visa 2031                                           | 28/12/2021 3:11 PM | JPG File           | 400 KB |  |
| 19 EMP-64 Dr. Fouad Qasem Musaeed Passport 2026                                       | 16/11/2020 8:56 AM | JPG File           | 128 KB |  |
| 21 EMP-64 Dr. Fouad Qasem Musaeed Vaccination Card                                    | 28/12/2021 2:53 PM | Adobe Acrobat D... | 296 KB |  |

In case the document is a scanned version of an original document, it can be saved either in PDF or JPG/JPEG format as per the available document.

### Document History

*Approved: President, December 2021*



**Procedure Title:****Employee Personnel File Access Procedure****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** FS05E2PR-01**Policy Reference:** FS05EPO-02**Responsible:** Director of HR & Administration

---

**Purpose**

To grant employees access to their personnel files in order to maintain transparency and fairness toward all employees and to confirm the accuracy of the data contained therein. To promote trust and open communication within our company, the procedures listed below outline the guidelines employees should adhere to when requesting and reviewing their personnel files.

**Scope**

This procedure applies to all current employees of CUA, regardless of employment type or status.

**Definitions**

**Personnel Records:** Documents and information related to an employee's employment, including but not limited to employment history, performance evaluations (physical forms were used until 2021), salary details, benefits enrollment, and training records.

**Employee:** An individual who is currently employed by [Company Name].

**Access Request:** A formal request made by an employee to access and review their own personnel hardcopy records.

**HR Works:** is the HRIS system used at the system, and its extension HR Works Plus is the Employee Self Service platform. All permanent CU employees have access to this platform.

**Access Requests for Hard Copy Files**

Employees may submit a request to access the Human Resources (HR) Department in writing or electronically via email. The request should include the following information:

- Full name of the employee
- Department or team
- Contact information (phone number and email address)

- Preferred method of accessing the records (on-site review or copies)

## **Review Process**

The access to an employee's file is only with the President and the authorized HR department employees. Employees can request to have access to view their file with prior written approval, stating the reason. Upon receipt of an access request, the HR Department will respond within three business days to schedule a mutually convenient time for the employee to review their personnel records.

All employees have access to HR Works Plus, where the personnel information about the employee is transparently displayed. Promptly, they can access salary slips, leave, and other benefits balances. On this platform, the current valid contract is also uploaded for transparent records. Hence, this platform must be kept updated at all times, where employees and HR play equally significant roles.

To review their personnel file, the employee may choose either of the following options:

- a. On-Site Review: The employee may visit the HR Department to review their personnel records in the presence of an HR representative. The employee may be permitted to make copies of the records during this on-site review with prior permission.
- b. E-review: The employee may request copies of their personnel records. The HR Department will provide copies within the same business day or, at maximum, the next day.

## **Frequency of Access**

Employees may submit an Access Request once within a calendar year period.

## **Updates and Corrections**

If an employee identifies inaccuracies or outdated information in their personnel records, they may request the HR Department to update or correct the records, with sufficient evidence to substantiate. The HR Department will review the request and make necessary changes as appropriate.

All employees' and dependents' documents must always remain valid and updated. Employees must use the HR Works platform to update all relevant documents listed below on a timely basis:

1. Resume
2. All training certificates
3. Educational Qualifications
4. Identity documents such as passport, residence visa, emirates ID
5. Marriage certificates, where applicable.

6. Address and contact details
7. Emergency contact details

Similarly, employees should also ensure their dependents' identity documents, namely Passport, Residence visa, and Emirates ID, are updated on a timely basis.

### **Confidentiality and Privacy**

Following the confidentiality terms of employment contracts signed by all employees, employees are expected to maintain the confidentiality and privacy of the information accessed in their personnel records. Sharing or using accessed information improperly may result in disciplinary action.

### **Retention Period**

Following the UAE Labor Laws, Article 13, which states the employer's obligations, all personnel files are retained for a period of two years following an employee's separation from the University. After this period, records will be securely archived or disposed of in compliance with applicable laws and regulations.

### **Dispute Resolution**

In the event of any disputes or concerns related to accessing or reviewing personnel records, employees may contact the HR Department for resolution.

### **Document History**

*Approved: President, Oct. 2023*

**Policy Title:****5.f Professional Development for Faculty and Staff****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05FPO-03

**Responsible:**Vice Chancellor, Director, Human Resource and Administration

---

**Purpose**

The Professional Development Policy at City University Ajman is strategically designed to promote sustained professional growth through structured opportunities. By prioritizing continuous development, the university aims to uphold rigorous teaching standards, stimulate innovation in pedagogical methods, and cultivate a supportive environment that prioritizes student needs and optimizes staff effectiveness. This policy underscores the university's unwavering dedication to empowering its employees and advancing overall academic excellence.

**Scope**

The policy applies to all Faculty and Staff members of the City University Ajman.

**Policy Statement**

Professional development of faculty and staff is essential in the quest for academic excellence at City University Ajman. Active faculty member development is needed to accomplish academic progress and other aspects of student life related to the teaching-learning process.

City University Ajman promotes faculty and staff members' development and participation in activities such as:

- Workshops
- Seminars
- Research
- Lectures
- Summer course instruction
- Community activities
- Attendance at conferences

The aim is to encourage and foster continued professional development and to promote the improvement of individual performance. Newly appointed faculty members will have priority in professional training especially in the fields of active learning and assessment.

In fulfilling its obligations toward faculty development activities, the University will allocate financial resources within its approved annual budget.

## **Faculty Members**

With the power of delegation from the President to the Vice Chancellor, the Vice Chancellor shall have the authority to approve all faculty requests for participation in conferences.

1. A faculty member who wishes to attend any professionally sponsored meeting or conference in their relevant field of work should apply to the concerned department chair with justification for the need to do so.
2. The Department Chair forwards the request, along with a recommendation, to the Dean, who in turn forwards the request to the Vice Chancellor.
3. If the Vice Chancellor approves the faculty member's request, the University will pay any registration, travel, and lodging fees based on the availability of funds. Preference will be given to faculty delivering papers accepted for presentation based on research conducted at City University Ajman.

## **Staff Members**

1. A staff who wishes to attend any professionally sponsored meeting or conference in their relevant field of work should apply to the concerned Head of Department with justification for the need to do so.
2. The Head of the Department forwards the request, along with a recommendation, to the Director of HR and Administration, who in turn forwards it to the President.
3. If the President approves the faculty member's request, the University will pay any registration, travel, and lodging fees based on the availability of funds. Preference will be given to faculty delivering papers accepted for presentation based on research conducted at City University Ajman.

In addition, the University invites consultants and specialists, within an approved annual faculty/staff development program budget, to conduct workshops and training sessions to help faculty/staff members improve and update their pedagogical skills.

## **Training**

Training is very essential to City University Ajman. Since it aspires for optimum potential performance for all its members, City University Ajman provides in-house training to uplift each employee's professional standard over time.

The purpose of training is to emphasize the growth and development of personnel, enhancing the employee's ability to adapt to a rapidly changing environment following standards set by higher authorities. City University Ajman believes that ongoing training helps build a more efficient, effective and highly motivated team of employees.

## **Objectives**

- To improve the quality of work
- To increase productivity
- To develop planning and organizing skills among staff members
- To develop interpersonal communication skills
- To develop proper time management

## **Training Courses**

City University Ajman provides their employees with mandatory mandatory training courses. A specific training course schedule will be circulated among all employees, and a one hundred per cent attendance rate should be achieved to accomplish a positive output from the training itself.

## **Professional Development Allocated Budget**

CUA allocates an annual budget of AED 50,000 for professional development initiatives pertaining to all university faculty and staff.

## **Employee Career Counseling**

The HR department provides career counselling services inclusive of career coaching with the objective of

- ✓ Increase in employee productivity
- ✓ Retention of employees
- ✓ Increase the quality of work
- ✓ Increase employee morale

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, June 2024*

**Policy Title:****5.g Faculty Workload Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FS05GPO-05**Responsible:** Vice Chancellor, Director, Human Resource and Administration**Purpose:**

The purpose of this policy is to prescribe how the workloads are determined and calculated.

**Scope:**

This policy applies to all City University Ajman faculty members. The faculty members may hold additional administrative or academic positions

**Policy**

City University Ajman will implement a faculty workload policy in commensurate with all applicable regulatory standards and the UAE Labor law. Specifically, the CUA will remain compliant with the CAA 2019 Standards 5.7 on Faculty Workload.

CUA will execute its faculty workload policy as follows:

1. The University will follow the CAA 2019 Standard 5.7.4, ensuring that it adheres to the following maxima with regard to faculty workload assignments:
  - 1.1. 30 credit hours or equivalent per academic year, including the summer period (typically at most 15 credit hours per semester) for non-terminal degree holders teaching in the General Education component of programs.
  - 1.2. Twenty-four credit hours or equivalent per academic year, including the summer period (typically at most 12 credit hours per semester) for faculty members with terminal degrees teaching in undergraduate programs. If the CAA grants exemption to allow faculty without a terminal degree to teach major courses, the limit of 24 credit hours will be applied to this faculty;
  - 1.3. 18 credit hours or equivalent per academic year, including the summer period year (typically no more than nine credit hours per semester) for faculty only teaching in graduate programs, or pro-rata for faculty teaching a mix of undergraduate and graduate courses;
  - 1.4. Six credit hours, or equivalent, per semester for part-time faculty.
  - 1.5. Teaching during the summer term is calculated within the above limits and cannot be mandated for faculty.
2. Following CAA standards 5.7.5, CUA will not assign faculty excess teaching loads above the limits stated above. Only in exceptional circumstances, where assignment of additional teaching load in excess of the above limits, will the overload be limited

to one three-credit course per faculty member per academic year, and the faculty will be compensated.

3. Workload assignments provide for a minimum release time as follows:
  - 3.1. At least three credit hours per semester for program coordinators and department chairs
  - 3.2. At least six credit hours per semester for Deans.
4. Courses and payments computation are based on credit hours, not teaching/ contact hours.
5. Load reductions applicable to promotions approved in the midst of an ongoing semester will only be implemented in the subsequent semester.
6. The assigned courses could be composed solely of lectures or include lectures along with practical laboratory or training sessions. Faculty workload calculations will adhere to the course credits specified in the program's study plan. No additional payment will be given for courses with practical teaching hours, as the credits for these courses remain unchanged.
7. Payment for additional courses is computed based on credit hours prescribed in the study plan, which considers the hours invested towards theoretical lectures and Practical/ Laboratory/ Clinical Hours. Specifically, two contact hours of laboratory/practical, three Preclinical hours, and four Clinical hours contribute to 1 credit hour. This structure recognizes that the faculty's time investment for preparing each theoretical lecture exceeds the effort in conducting a laboratory session, considering factors such as instructional delivery and pre-lecture preparation.
8. **Thesis, Dissertation, and Graduation Project Supervision and Guidelines for Graduate Courses**

Faculty members teaching thesis, dissertation, or graduation project

- 8.1. Each thesis, dissertation, and graduation project is considered a course allocated toward the faculty's workload.
- 8.2. Under the thesis, each student is counted as a credit hour; hence, one section can only have up to 3 students.
- 8.3. Each semester, a faculty will usually be assigned one thesis course/ section. The payment will be released in two installments, the first after teaching hours, and the final payment will be released once the student's thesis submission is successfully accepted.

| Count of Students in the course | Payment  |
|---------------------------------|----------|
| 1                               | AED 4500 |
| 2                               | AED 9000 |



|   |           |
|---|-----------|
| 3 | AED 11250 |
|---|-----------|

- 8.4. Any additional payments towards supervision load to the faculty will be determined based on related university policies for the cases of overload supervisory engagements.
- 8.5. Graduation Project courses will have individual or group assignments. Individual Project courses will have a maximum of 8 students. The Group Project course will have a maximum of 5 groups, with up to four students in each group.
- 8.6. Students' project topics must be aligned with the supervising faculty's area of expertise.
9. Failure to submit grades within the specified period as announced in the CUA Academic Calendar is considered disciplinary misconduct, whether intentional or unintentional. CUA is obligated to take stringent disciplinary measures against such faculty members. These measures may include disciplinary warnings, financial penalties, withholding of all pending payments, and, in extreme cases, dismissal from services.

### **Summer Course Assignment**

During summer period which is split into two short-term semesters which starts from mid of June to end of August, faculty members are advised to take their annual leave during either of the semesters. Whereas, on the other semester they are expected to perform various academic initiatives as assigned by the College such as research, academic advising, curriculum development initiatives, community service.

### **Faculty Workload Procedure**

1. Each faculty will be assigned their workload by their respective Department Chair/ Dean/ Internal Committee in line with their qualification and corresponding specializations.
2. Each faculty will adhere to the Faculty Workload policy
3. At the end of the semester, 30 days will be provided to complete and submit the e-Course file for all the assigned courses.
4. Each faculty will be assigned their workload by their respective Department Chair/ Dean/ Internal Committee in line with their qualification and corresponding specializations.
5. Each faculty will adhere to the Faculty Workload Policy.
6. At the end of the semester, 30 days will be provided to complete and submit the e-course file for all the assigned courses.
7. Failure to submit requisite e-Course file/s within the given period will result in AED 2,000 being deducted from the following faculty payments. Additionally, a further deduction of AED 1000 will be enforced for cases of delayed e-Course submission. These deductions will be made in accordance with outstanding compensation and/or end-of-service benefits.
8. Faculty members who are assigned additional courses will receive remuneration at

the end of the academic year, as per the provided payment chart, reflecting a fair and transparent compensation structure that acknowledges their valuable contributions to the institution.

9. In case the additional course undertaken by a faculty has less than eight students in an undergraduate program and less than five students in a graduate program, the faculty will be paid half of the total payment paid by the students (enrolled in the course) after the applicable discount.
10. Faculty members shall not accrue any overtime (OT) hours or additional benefits for the hours undertaken as extra teaching hours, as they are already paid additional remuneration for these hours.
11. During the academic year, the course deemed eligible for the minimum payment threshold will be categorized as an additional course and compensated in accordance with the established Faculty Workload policy.

### Timesheet Application Procedure

1. Faculty members undertaking additional courses will receive remuneration only at the conclusion of the academic year once the entire year's teaching load has been assessed.
2. On completion of all course requisites, each faculty member is required to submit a formal written application in the designated timesheet template for each additional (over the faculty workload) course to request additional compensation.
3. In addition, the faculty must attach an approved course allocation signed by the Dean/HOD and the Vice Chancellor when filing for Overtime payment.
4. Failure to submit approved timesheets with the correct information to the concerned Administrative Coordinator within two months of the announcement of the grades will automatically result in forfeiture of the payment.

### Supplementary Compensation

Extra course/s compensation undertaken over and above the faculty workload as defined in point 2 of this policy.

For Dental Courses

| Qualification of the Faculty | Designation | Four Credit Course | Three Credit Course | Two Credit Course | One Credit Course |
|------------------------------|-------------|--------------------|---------------------|-------------------|-------------------|
|                              |             | Lump sum (AED)     | Lump sum (AED)      | Lump sum (AED)    | Lump sum (AED)    |
|                              |             |                    |                     |                   |                   |
| Masters                      | Lecturer    | 12,000             | 9,000               | 6,000             | 3,000             |

|     |                                   |        |        |       |       |
|-----|-----------------------------------|--------|--------|-------|-------|
| PhD | Assistant Professor               | 15,000 | 11,250 | 7,500 | 3,750 |
| PhD | Associate Professor and Professor | 18,000 | 13,500 | 9,000 | 4,500 |

For all other courses

| Qualification | Course Assigned   | Lump sum (AED)                                                                                |
|---------------|-------------------|-----------------------------------------------------------------------------------------------|
| Bachelors     |                   | 5,625                                                                                         |
| Masters       | IEP               | 4500/3 hours course (weekly)<br>9000/6 hours course (weekly)<br>12000/9 hours course (weekly) |
| Masters       | All Courses       | 6,750                                                                                         |
| Masters       | General Education | 6,750                                                                                         |
| PhD           | General Education | 9,000                                                                                         |
| PhD           | Core              | 9,000                                                                                         |
| PhD           | Masters           | 11,250                                                                                        |

For thesis payment

| Count of Students in the course | Payment   |
|---------------------------------|-----------|
| 1                               | AED 4500  |
| 2                               | AED 9000  |
| 3                               | AED 11250 |

Masters Program Thesis

1. Each thesis will have a maximum of three examiners, with the supervising faculty having this thesis under their teaching load, and they will hold the primary responsibility of supervision.
2. Additional examiners, up to two, will be selected based on the specific specialization needed— one internal and one external.
3. In cases where the required specialization is not present within the University, both examiners may be external with the written approval of the Vice Chancellor, marking a copy for the HR Office.
4. The Dean of the College should send a list of selected internal and external examiners to HR, with the approval of the Vice Chancellor, prior to their appointment.
5. After completion of their assigned supervision, the requisite timesheet of the external examiner must be submitted to HR to process their payment.
6. External Examiner engaged for the Master's program will be paid AED 1,000 per student, for examining the students, review the exams and present the report based on their individual specialties.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, Oct 2023*

*Revised: Board of Trustees, Dec 2023*

*Revised: Board of Trustees, May 2024*

**Policy Title:****5.h Professional Requirements for Teaching****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05HPO-02

**Responsible:**Vice Chancellor, Director, Human Resource and Administration

---

**Policy Statement**

This policy applies to all full-time and adjunct faculty members at City University Ajman.

City University Ajman abides by the requirements described in the Stipulation 5.4 of the Standards regarding qualifications for both full- and adjunct faculty members. These requirements also include administrators and professional staff at the University who teach courses.

The University only appoints faculty members with PhD or master's degrees earned from internationally recognized institutions of higher education. The degree must be in a discipline related to the subject and level in which the faculty member teaches.

**Requirements for Teaching**

Faculty members should have PhD and master's degrees from internationally recognized and broadly respected institutions and have contributed to, or demonstrated their potential for quality teaching, research and service to educational institutions and the community.

Faculty members with master's degrees are assigned to teach General Education courses, remedial courses, or some general core courses if they possess more than 5 years of experience in the field.

In some exceptional cases, faculty members with master's degrees may teach specialization courses, after obtaining the approval of the CAA.

**Authenticity of Qualifications**

Before confirming any appointment, City University Ajman requires viewing the original academic credential or certification furnished with a CV and application. City University Ajman will also verify that any qualifications or credentials meet international standards by consulting the CAA, appropriate standards body, or the institution granting the qualification.

As per CAA requirements, each degree must be equivalent as per the Ministry of Education, if not earned within U. A. E.

For all professorial positions it is essential that the applicant has earned a doctoral or terminal degree obtained from a regionally or nationally accredited University or an internationally recognized university.

## **Professor**

An appointee to this rank must:

- Hold a doctorate or the highest degree customary in the discipline and have achieved all 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 had at least ten years of full-time teaching experience in a university or University, including at least five of those years in the rank of Associate Professor, or has been promoted to the rank of Professor in a university or University where the promotion requirements are similar to those of CUA
- 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
- Must have at least five years of full-time teaching experience in a university or University with the rank of assistant professor, or has been promoted to the rank of Associate Professor in a university or University where the promotion requirements are almost comparable to those of CUA
- 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
- Have a sound performance record of teaching.

## **Lecturer**

An appointee to this rank must:

- Have completed a master's degree in their 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 a per course basis. These 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 University 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.

### **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 medical bodies such as the Royal Universities of the UK, Ireland, Canada, Australia, and New Zealand (e.g. MRCP, FRCS, MRC Psych, 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

### **Required Documents**

Documentation of faculty qualifications through official transcripts (or an alternate and independently authenticated source) is mandatory. Passport and visa information, along with a current CV must be included in faculty personnel files, in addition to other documentation required by the HR Department.

### **Faculty Degree and Experience Requirements at City University Ajman**

#### **Developmental or Remedial Courses**

- A minimum of a bachelor's degree in a discipline related to the subject taught
- A minimum of three years of teaching experience in that subject, or graduate level training in remedial or developmental education

#### **General Education**

A minimum of a master's degree with a major in the discipline taught and one of the followings:

- a. five (5) years of teaching experience in the discipline
- b. a combination of five (5) years of experience in teaching or other employment related to the field
- c. the equivalent of eighteen (18) semester credits of graduate study in the field beyond the master's degree
- d. an internationally recognized professional credential (such as certification as a public

accountant).

### **Bachelor's degree Programs**

- PhD in the teaching discipline
- Terminal master's degree in the teaching discipline (where appropriate)

### **Graduate Degree Programs**

- PhD in the teaching discipline
- strong record of research and scholarly activity or
- significant professional experience as a practitioner in an applied discipline

### **Stipulation 5.4.11 exceptions to the PhD degree requirement (the University must justify and document):**

- limited to faculty members in applied fields who have a minimum of either:
  - a. a master's degree in the teaching field or a doctorate in a related field, and who also have extensive senior level experience in the applied field (such as corporate management or accounting)
  - b. experience in the applied field coupled with certification from an internationally recognized professional association (such as medical board certificate or Certified Public Accountant)
- must be fully justifiable in terms of education, training, and professional experience
- restricted to no more than 10% of all faculty at the University
- reported to the CAA as exceptions for approval prior to the start of the semester in which the faculty member will teach

### **Reports to the CAA must include the following:**

- name of the faculty member for whom the exception is requested
- highest degree earned and the conferring institution
- area of specialization
- justification for the exception
- listing of the courses assigned

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****5.i Employee Performance Evaluation****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05HPO-04

**Responsible:**Director, Human Resource and Administration

---

**Purpose**

The annual performance evaluation process aims to assess employee performance and contribution to the departmental objectives and University Goals. The process gives constructive feedback about job performance to facilitate better working relationships, provide a historical performance record, and contribute to professional development. Simultaneously, it helps the Head of the Department to ascertain the talent strength in the department and make an informed decision for future recruitment and ongoing employee development.

*The Effects of Performance Appraisals on Employees*

Performance appraisals have a number of positive effects on employees and the entire university.

1. Gaining clarity on role and Job Description- One of the primary advantages of holding regular performance appraisals is to help employees understand their roles more clearly.
2. Understanding Goals and Targets- Performance appraisals provide employees a chance to understand how their individual goals and objectives fit into the broader vision and mission of the University and individuals Colleges/ Departments.
3. Employee Recognition and Rewards- Performance appraisals are a primary source to establish the base employees' merit-based compensation such as raises, bonuses.
4. Boosting Employee Morale- Performance appraisals are a way to boost employee morale by appreciating and rewarding their achievements and positive behaviors, focusing on employee success and areas of improvement.
5. Ongoing Employee Development- Areas of improvement are better driven when supported with appropriate training, coaching, on-the-job training, hence cumulatively the reporting heads should develop a development plan and follow through the year.
6. Preventing Long-term problems- Performance appraisals help mitigate issues before they become overly problematic. It is possible to address employee

dissatisfaction through constructive feedback sessions, thus avoiding future turnover.

### **Scope**

This policy applies to all City University of Ajman faculty and staff who have completed a year of service at City University Ajman.

### **Policy**

The City University Ajman annually conducts a fair and constructive performance evaluation of employee and staff to appraise current human resources. This process helps the employee to realize their value addition and can navigate them to advance their performance to higher heights.

Each year, CUA uses a performance appraisal process to evaluate employees and assess the progress between the performance expectations vis-à-vis the actual performance outcomes and core competencies reflected during the year. Employees who have completed a year at CU are eligible to undergo the appraisal process during the appraisal period. This process involves a minimum of two-level evaluation where the employees self-evaluate their performance based on the preset criteria derived from the job description of the held position. The employee rates their performance for each criterion on the performance categories.

The performance evaluation process measures the actual versus the expected potential contribution to the respective employee department, the University, and the community. This is a transparent process where the employee can view the feedback given at each level. This transparency is vital for validation, improvement, and future growth. The President, Vice Chancellor, and Director of HR are involved in the faculty evaluation process. As such the process implements multiple layers of reviews to ensure fairness.

This assessment focuses on the bigger picture of employee performance, including their success in meeting the goals and driven by results based on newly acquired skills and their implementation. This is an opportunity to receive constructive feedback, self-reflect, and set achievable goals for the following year.

If any employee is unsatisfied with the evaluation outcome, the University provides the platform to appeal through HR for reconsideration. Upon escalation, the President will formulate a committee to review the challenged evaluation and conduct the investigation as per the appeal process defined in the Policy and Procedures Manual.

### **Evaluation Criteria**

An employee member is evaluated on a total score of 100 points whereas a Dean, Department Chair, Deputy Head or any leadership role are evaluated for an additional criteria of leadership skills which scores to 20 points, totaling to 120.

### **Performance Categories**

The performance categories for evaluating all employees are:

- Outstanding
- Exceeds Expectation
- Meets Expectation
- Needs Improvement

The results of the evaluation process will form the basis for several crucial departmental decisions such as promotion, additional roles, salary revision, need for additional manpower, future training needs and more.

Under exceptional circumstances, the next approver can nullify and supersede a Reporting Head's feedback. Those circumstances are:

1. The reporting head is no longer associated in his capacity with the University.
2. Where a new reporting head was not engaged with the University during the period of the evaluation.
3. Where a biasness is noticed in the evaluation submitted by a reporting head towards one or more faculties of his team.
4. Where all the faculties of the team are rated either exceptionally high or low.
5. Any other unforeseen circumstances which will require Management Intervention.

### **Post- evaluation Feedback Meeting:**

Within a fortnight, after the evaluation is finalized by the President, the reporting head should conduct a feedback meeting with the concerned employee to discuss past year's performance and expected outcome from the upcoming year. During this session, the department head and employee will plan the individual employee objectives, goals and projected outcomes. This session is a culmination of all the performance discussions that have taken place throughout the performance period under review. Together they should also agree on the Professional Development Plan for each member to derive the expected actions to be taken by the employee, such as improve in academic initiatives, research, attend relevant training, participate in workshops, certifications, organize work shadow etc.

*Note: From the year 2022, the appraisal process has changed to an online system. Prior to which this process was conducted in manual forms.*

### **Performance Improvement Plan:**

Employees whose overall performance category is rated as Needs Improvement are placed on a Performance Improvement Plan. A performance improvement plan is a tool used to work with an employee to improve the employee's performance and/or behavior and to

address performance discrepancies identified through a performance evaluation process. In this plan the reporting head will highlight areas of improvement, mention precise steps/actions to be taken by the employee to improve his/her performance during a specified timelines between to three-six months, on a case to case basis.

**Appraiser should be cautious of the below stated rating errors:**

1. Halo Effect- When an appraiser/ rater's overall positive or negative impression of an individual employee influences to evaluate him or her the same across all evaluating criterions. This is when a reporting head really likes or dislikes an employee and allows their personal feelings about this employee to influence their performance ratings of them.
2. Severity/ Leniency Error- When an appraiser's tendency is to rate all employees at the positive end of the scale (positive leniency) or at the low end of the scale (negative leniency).
3. Central Tendency Error- When the appraisers' tendency to avoid providing "extreme" evaluation of employee performance resulting in the rating of all employees in the middle part of a scale. This can happen either when a manager is not comfortable dealing with behavioral issues or when a manager intentionally forces all employees to the middle of the scale.
4. Recency Error- When the appraiser's tendency to allow more recent incidents (either effective or ineffective) of employee behavior to influence the evaluation of performance over an entire academic year.
5. First Impression Error- When the appraiser's tendency to let their first impression of an employee's performance form the basis of the evaluation of performance over an entire academic year.
6. Similar-to-me Error- When the appraiser's tendency is biased in performance evaluation toward those employees seen as similar to the appraisers themselves.
7. Compare and Contrast Error- When an appraiser compares the performance of two employees instead of using absolute performance measurements for each one individually. Or when the appraiser bases his rating based on the employee's ratings and does not intend to exceed the employee's ratings.

**Performance Management Process**

The performance management process is an ongoing series of meetings and check-ins between a manager and an employee that plans, monitors, and reviews the employee's objectives, long-term goals, and overall impact on the University. While performance appraisal is an annual process from the management to an employee, it is most effective when collaboratively performed throughout the year as outlined below:

- Coaching employees to improve performance ensures that team members are moving in the right direction with their tasks and strategies by helping them map out a clear plan for moving forward.
- Frequent check-ins and constant communication build trust amongst employees and reporting heads and support them to stay in sync.
- Set Priorities – Employees can be more productive if short-term goals align their focus with the organization’s business objectives.
- Maintain performance summary – Managers can use performance summary reports to guide performance discussions.
- Performance dashboard – Bring performance management and recognition together in a comprehensive view of all feedback, annual summaries, regular check-ins, and established goals.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, Jan 2023*

*Revised: Board of Trustees, May 2024*

**Procedure Title:****5.i Faculty Evaluation Procedure****Procedure Type:**

- ☒ New  
☐ Revised  
☐ Discontinued

**Procedure Number:** GM01FPR-01**Policy Reference:** GM01FPO-03**Responsible:** Dean

---

**Evaluation Criteria**

All faculties are evaluated on a standard criteria however for staff the criteria are decided based on the position and job description held by the faculty.

Table 1, shows the defined evaluation criteria for faculty.

|                                                     |           |
|-----------------------------------------------------|-----------|
| Technical Skills                                    |           |
| · Teaching effectiveness- Assessment and Evaluation | 8 points  |
| · Teaching effectiveness- Management                | 15 points |
| · Teaching effectiveness-Delivery                   | 12 points |
| · Curriculum Development and Review                 | 10 points |
| · Scholarly Research and Publications               | 20 points |
| · Academic Advising                                 | 5 points  |
| Non- Technical Skills                               |           |
| · Professional Development                          | 10 Points |
| · University & Community Service                    | 13 points |
| · Inter-Organizational Relations                    | 7 points  |

An employee is evaluated on a total score of 100 points with 70 points assigned for technical skills pertaining to academics and remaining 30 points for non-technical skills/ expectations from each faculty. Any position entailing a leadership role such as Dean, Department Chair,



Deputy Head etc. are evaluated for an additional criteria of leadership skills which scores to 20 points, totaling to 120.

### **Performance Categories**

The following performance categories will be used for evaluating the faculty and corresponding scoring method:

| <b>Performance Categories</b> | <b>Scoring Weightage</b> |
|-------------------------------|--------------------------|
| Outstanding                   | 100%                     |
| Exceeds Expectation           | 75%                      |
| Meets Expectation             | 50%                      |
| Needs Improvement             | 25%                      |

### **Procedure**

The following steps are used to evaluate a faculty member eligible for annual evaluation.

1. Two Weeks after the start of each academic year, each faculty member completes self evaluation by using the online performance appraisal form.
2. All self-evaluation entries must be chosen from one of the performance categories stated above.
3. Each criteria has been allocated a weightage (mentioned on the evaluation form), and based on the final ratings for each category, corresponding numeric values will be computed.

For example: If for a criteria the weightage assigned is 8, and the reporting head has rated him as exceeding expectations, the score computed for this criteria will be 75% of 8 i.e. 6.

4. All self-evaluation values must be supported with appropriate evidence.
5. All evidence must be submitted in PDF format. Faculty members must ensure to attach relevant and clear evidence to support self-evaluation.
6. All evidence must be named as Title\_Semester. For example, Teaching Effectiveness-Delivery\_Students Survey\_Fall 2023
7. After completion of the self-evaluation, the faculty must submit the form in the UMS for it to be made available to the supervisor.

The following steps are used for the review and completion of the faculty self-evaluation of their annual performance appraisal.

1. The reporting head or immediate supervisor of the faculty member is as per the organizational chart. However, changes due to promotion, resignation, and reassignment must be taken into consideration.
2. All evaluating supervisors must have supervised the faculty for at least one complete semester. In case, the supervisor is new, the responsibility is shifted to the next level supervisor.
3. The reporting head will receive the employee's evaluated form on the UMS portal, subsequent within one week they will evaluate the employee's performance for the said period on individual performance criteria.
4. The supervisor must review and validate all evidence.
5. The Dean reviews and validates the faculty evaluation. The Dean may return the evaluation back to the supervisor for clarification and revision as necessary with clear feedback and directions.
6. The Vice-Chancellor reviews and validates the faculty evaluation. The VC may return the evaluation back to the Dean for clarification and revision as necessary with clear feedback and directions.
7. Where there is no Dean, the VC will return to the immediate supervisor of the faculty.
8. HR will add their inputs to define if evaluated faculty has received any promotion, salary revisions, verbal and written warnings.
9. For the final review and decision the completed, reviewed, and recommended, appraisal form is presented through the system for approval by the President.
10. To ensure clarity and transparency is maintained in the process, faculty members have access to their evaluation submitted by all levels of evaluators.
11. Final score for each faculty will determine the concluding performance category for each year. Please refer to the Table 2 to ascertain the performance categories:

| Overall Final Score | Concluding Performance Category |
|---------------------|---------------------------------|
| 91-100              | Outstanding                     |
| 76-90               | Exceeds Expectations            |
| 61-75               | Meets expectations              |
| 0-60                | Needs improvement               |

12. In the scenario that faculty doesn't agree with the evaluation, the faculty may file an appeal to the Reporting Head/ next level Supervisor, as appropriate.
13. All evaluation forms will be stored in the UMS system, with HR as the final custodian.

**Document History**

*Approved: President, January 2023*

**Procedure Title:****5.i Staff Evaluation Procedure****Procedure Type:**

- ☒ New  
☐ Revised  
☐ Discontinued

**Procedure Number:** GM01FPR-01**Policy Reference:** GM01FPO-03**Responsible:** Dean

---

**Evaluation Criteria and Performance Categories**

All staff are evaluated on a variable criteria decided based on the position and job description held by the employee.

A staff is evaluated on a total score of 100 points with 60 points assigned for technical skills pertaining to academics and remaining 40 points for non-technical skills/ expectations from each employee . Any position entailing a leadership role such as Director, Head of Department, Manager etc.. are evaluated for an additional criteria of leadership skills which scores to 20 points, totaling to 120.

The following performance Performance categories will be used for evaluating the employee and corresponding scoring method:.

| Performance Categories | Scoring Weightage |
|------------------------|-------------------|
| Outstanding            | 100%              |
| Exceeds Expectation    | 75%               |
| Meets Expectation      | 50%               |
| Needs Improvement      | 25%               |

**Procedure**

The following steps are used to evaluate a staff member eligible for annual evaluation.

1. Two weeks after the start of the academic year, each employee completes their self evaluation by using the online performance appraisal form.
2. All self-evaluation entries must be chosen from one of the performance categories stated above.

3. Each criteria has been allocated a weightage (mentioned on the evaluation form), and based on the final ratings for each category, corresponding numeric values will be computed.

For example: If for a criteria the weightage assigned is 8, and the reporting head has rated him as exceeds expectations, the score computed for this criteria will be 75% of 8 i.e. 6.

4. All self-evaluation values must be supported with appropriate evidence.
5. All evidence must be submitted in PDF format. Staff members must ensure to attach relevant and clear evidence to support self-evaluation.
6. All evidence must be named as Title\_academic year
7. After completion of the self-evaluation, the staff must submit the form in the UMS for it to be made available to the reporting head.

The following steps are used for the review and completion of the employee self-evaluation of their annual performance appraisal.

1. The reporting head or immediate supervisor of the staff member is as per the organizational chart. However, changes due to promotion, resignation, and reassignment must be taken into consideration.
2. All evaluating supervisors must have supervised the staff for at least one complete semester or three months. In case, the supervisor is new, the responsibility is shifted to the next level supervisor.
3. The reporting head will receive the employee's evaluated form on the UMS portal, subsequent within one week they will evaluate the employee's performance for the said period on individual performance criteria.
4. The supervisor must review and validate all evidence.
5. HR will add their inputs to define if the evaluated employee has received any promotion, salary revisions, verbal and written warnings.
6. For the final review and decision the completed, reviewed, and recommended, appraisal form is presented through the system for approval by the President.
7. To ensure clarity and transparency is maintained in the process, employees have access to their evaluation submitted by all levels of evaluators.
8. In a scenario where an employee does not agree with the evaluation, he may file an appeal to the Reporting Head/ next level Supervisor, as appropriate.
9. All future evaluation forms will be stored in the UMS system, whereby HR is the final custodian.

#### **Document History**

*Approved: President, January 2023*

**Policy Title:****5.o Online Lesson Observation****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

FS05OPO-01

**Responsible:**President, Vice-Chancellor

---

**Introduction**

The University uses online teaching observation to ensure that teaching and learning experience is consistent and is of high standard. The virtual environment remains engaging and creative. The University encourages faculty members to establish fair, respectful, supportive, and constructive relationships with students to ensure that they achieve their full educational potential. The University expects its faculty members to be thorough with the relevant assessment requirements and curriculum content relating to the subject which they are qualified to teach and to keep up to date with changing syllabi.

The priority of the University is to ensure online classroom observation is oriented with developmental and supportive approach. Creating awareness amongst faculty members that teaching practices is evaluated through unannounced classroom observations, data collection and feedback session towards progress. The collected evidence is used to assess classroom teaching performance over a semester. As part of this process, we will regularly monitor the quality of online classroom management to ensure that it is consistent with the University policies. At City University Ajman, we expect all faculty members to reach and excel the expected teaching levels and use the outcomes of classroom observations to improve the quality.

**Purpose**

The purpose of this policy is:

1. To raise the quality of teaching and learning
2. To raise the standards of technological intervention in conducting the lesson plan
3. To ensure all faculty members are punctual to their classes
4. To ensure all faculty members are adhering to their course syllabi
5. To ensure all faculty members are culturally sensitive and impartial towards all students in class
6. To ensure all faculty members are aware of classroom management skills
7. To ensure all faculty members are objective and provide equal opportunities to all students.

**Scope**

The policy applies to all faculty members of the University.

## **Policy**

Observations are conducted on semester basis by the Online Lesson Observation Committee members under the supervision of the Committee Chair reporting to the President. The selections for class observation will be random and uninformed. The committee are directed to virtually visit all classes during each semester, however observers are not allowed to participate while monitoring a lesson. It is at the discretion of the observer when to enter an online class and duration of the stay. The above outcome will be monitored and reported back to all the committee.

### **Outcomes of Observation:**

Lesson observation is a part of the developmental processes of the University. It is objective and transparent to all being observed. A formal feedback will be provided by the Committee member(s) to the concerned faculty after the lesson observation, in case the faculty is found to be violating a University policy. In conjunction to this, if the same feedback has been discussed three or more times with faculty member and no significant improvement is visible, the University reserves the right to take necessary disciplinary action, which may lead to dismissal due to repeated non-compliance.

### **Document History**

*Approved: Board of Trustees, Feb 2021*

**Policy Title:****5.j Nepotism/Employment of Relatives****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05JPO-02

**Responsible:**Vice Chancellor, Director, Human Resource and Administration

---

**Purpose**

It is the policy of the University to prevent conflicts of interest and appearances of favoritism that result from the appointment, reappointment, and/or supervision of an employee by a close relative.

**Scope**

This policy applies to all employees of the University.

**Definitions**

- A close relative is an employee's spouse, son and daughter, son-in-law and daughter-in-law, parents, father-in-law and mother-in-law, brother and sister, brother-in-law and sister-in-law, aunt, uncle, niece, nephew and grandchildren.
- Supervision means the exercise of authority or responsibility regarding appointment, reappointment, promotion, managing performance, work assignments, salary administration, termination or other terms and conditions of employment.

**Obligations**

- Avoidance of Nepotism

No University employee may approve, recommend, or otherwise take action with regard to the appointment, reappointment, promotion, salary or supervision of a close relative as defined by this policy.

- Disclosure Responsibility

Employees are required to fully disclose the existence of any relationship that may create a conflict of interest at the time of employment, or that develops at any time during employment.

**Management Options for Avoiding Conflicts of Interest**

- Limiting Applicant Pool



If an applicant for employment in a department is a close relative of another departmental employee, and the hire of the applicant would place him or her under the supervision of a close relative, the head of the hiring unit may omit the applicant from those being considered for the available position.

- Alternative Supervision
  - If an appointment, reappointment, or promotion of a person places him or her under the supervision of a close relative, all actions with regard to the terms and conditions of employment of the supervised employee, including the annual performance evaluation, shall be the responsibility of the next highest administrative supervisor.

**Policy Title:****5.k Faculty/Staff Disciplinary Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05KPO-02

**Responsible:**Vice Chancellor, Director, Human Resource and Administration

---

**Purpose**

To follow an effective and efficient process for resolving disciplinary misconduct.

**University Code of Conduct**

All City University Ajman employees are expected to perform all duties assigned to them, abide by all laws and regulations of the University, uphold their relationships with colleagues, students, and the community inside and outside the University, the system and the prevailing values of the UAE society, and refrain from performing any activity that can harm the University's image or reputation, or its employees. Any violation of this code requires the specified disciplinary measures that follow.

**Misconduct**

Misconduct includes the following:

1. Neglect of duty or responsibilities, including unauthorized absence, which impairs teaching, research, or other normal and expected services for the University.
2. Failure to perform the terms of employment for reasons other than documented illness or injury.
3. Committing offense, verbally or in writing, against any faculty or staff member.
4. Willful violation of the rules and regulations of the University.
5. Violation of the ethics of the academic profession.
6. Any act that results in preventing other members of the University community from fulfilling their responsibilities or that creates a clear and present danger to members of the University community.
7. Any professional or personal conduct that results in impropriety.

**Discipline**

Discipline is defined as any sanction except dismissal imposed by the administration against a faculty or 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, 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.

### **Sanctions**

1. Verbal or written reprimand
2. Reassignment to other duties
3. Placement of the faculty or staff member under direct supervision of the Department Chair with a specific plan for remediation and for a specific period of time
4. Loss of privileges of rank for a stated period, not to exceed two years
5. Reduction in contract period
6. Dismissal

**Procedure Title:**

**5.k.1 Faculty/Staff Disciplinary Procedures**

**Procedure Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Procedure Number:** FS05KPR-03

**Policy Reference:** FS05KPO-02

**Responsible:** President

---

**Procedures**

**Faculty Members**

The following procedures shall be followed if the employee who committed misconduct is a faculty member:

1. If a faculty member commits an act of offense or misconduct, the concerned Department Chair will notify the Dean in writing of the alleged offense or misconduct, within 5 working days from the date of the event. This notification shall include which policies or procedures may have been violated, along with supporting evidence.
2. Within three working days, the Dean will appoint a faculty member(s) to review the facts related to the alleged offense or misconduct, where it falls under the purview of academics. The Dean will ensure that the faculty member(s) assigned to review the misconduct has similar or a higher rank than the person against whom the misconduct has been reported.
3. The appointed faculty member(s) shall assemble all factual data and evidence to verify the basis of the misconduct. The report from the above faculty member(s) will be provided to the Dean within 10 working days. In turn, the Dean will submit the findings with recommendation, to the Office of the President.
4. Any misconduct or incident that is not academic in nature will be reported to the Dean and who will in turn report the incident to the President directly.
5. Depending on the severity and the nature of the complaint, a Fact-Finding Committee may be formed by the President, to review the investigation further.
6. Parallely, the Dean/ Department Chair shall notify the faculty member in writing of the alleged offense or misconduct, clearly identifying which policies or procedures may have been violated along with supporting evidence.

7. The faculty member shall be given an opportunity to respond in writing to the allegations and present any evidence prior to the determination of guilt.
8. The Fact-Finding Committee will review all the facts, after meeting all the concerned members and present a disciplinary statement within seven working days, which must include the following:
  - a. A concise statement of the incident
  - b. A description of actions taken which led to misconduct.
  - c. A description of the responses received.
  - d. A proposed recommendation/ corrective action.
9. Based on their conclusions, they will provide a written report with recommendation to the President, to determine if the misconduct deserves a warning or a sanction.
10. The President will conclude the investigation with a verdict to be implemented.
11. If the complaint of misconduct is raised against either the Vice Chancellor, the Dean, the Department Chair and/ or the Director of HR then their reporting head shall assume the responsibility to investigate the misconduct.
12. A letter of warning or sanction shall be issued by the HR department on behalf of the President.
13. The faculty member shall have 5 working days to respond in writing to the President.
14. The response shall indicate any intention to appeal the recommended sanction.
15. Copy of the letter of warning or sanction shall be kept in the faculty member's file.
16. The University decision at this stage is final.

NOTES:

1. When a Department Chair is alleged to have committed an act of misconduct, the faculty shall report the case to the Dean.
2. When the Dean is alleged to have committed an act of misconduct, the Department Chair shall report the case to the Vice Chancellor.

### **Staff Members**

The following procedures shall be followed if the employee who committed misconduct is a staff member:

1. If a staff member commits an act of misconduct, the supervisor or the manager shall notify the Director of HR & Administration in writing of the alleged offense or misconduct, within 5 working days from the date of the event. This notification includes which policies or procedures may have been violated along with supporting evidence.
2. The Director of HR & Administration shall try to solve the case amicably.
3. If the Director of HR & Administration decides that the case needs to be solved formally, he/she shall submit the case to the President, within one working day from the date that was received.
4. The President shall form a Fact-Finding committee within 5 working days from the date it was received from the Director of HR & Administration, to analyze the case and gather all related information.
5. The committee shall analyze the case and submit its Review Report to the President, within 10 working days from the date it was received.
6. The Director of HR & Administration shall notify the staff member in writing of the alleged offense or misconduct, clearly identifying which policies or procedures may have been violated along with supporting evidence.
7. The staff member shall be given an opportunity to respond in writing to the allegations and present any evidence prior to the determination of guilt.
8. The staff member shall have 5 working days to respond in writing to the Director of HR & Administration.
9. After receiving the Review Report from the committee and the staff response, the President shall determine if the misconduct deserves a warning or a sanction.
10. A letter of warning or sanction shall be issued by the HR department on behalf of the President.
11. The faculty member shall have 5 working days to respond in writing to the President.
12. The response shall indicate any intention to appeal the recommended sanction.
13. Copy of the letter of warning or sanction shall be kept in the faculty member's file.
14. The University decision at this stage is final.

**NOTES:**

1. When a Supervisor or Head of the Department has committed an act of misconduct, the staff shall report the case to the Director of HR & Administration.
2. When the Director of HR & Administration is alleged to have committed an act of misconduct, the supervisor or manager shall report the case to the President.

**General Notes**

1. Depending upon the severity of the alleged offense or misconduct, the President may immediately place the faculty or staff member on leave *with/ without* pay pending an investigation of alleged misconduct or other employment offense. The leave pending investigation will commence immediately upon the President notifying the faculty or staff member in writing of the reasons.
2. The leave will be with or without pay, with no reduction of accrued leave.
3. If, as a result of the investigation, the faculty or staff member is to be suspended or terminated, written notice shall be given to the faculty or staff member.
4. In all cases, the faculty or staff member will be given an opportunity to respond within five working days before any sanction becomes effective. The response to all allegations and evidence may be made both orally and in writing.

**Document History**

*Approved: President, Nov 2014*

*Revised: President, Nov 2018*

*Revised: President, May 2023*

**Policy Title:****5.qb Dress Code and Personal Hygiene Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05K1PO-3

**Responsible:**Vice Chancellor, Director, Human Resource and Administration

---

**Purpose**

This policy aims to establish appropriate dress and grooming guidelines whereby employees shall exemplify the highest standards of professional appearance.

**Scope**

This policy applies to all faculty and staff members.

**Policy Statement**

Faculty and staff at CUA are required to dress appropriately and respect the cultural and religious principles of the United Arab Emirates. This means dressing in a professional, respectful, and modest way. Inappropriate dress for males and females is completely unsuitable and prohibited at the College.

These dress code rules always apply:

- All clothes must project professionalism. Clothes that are too revealing or inappropriate are not allowed.
- All clothes must be work-appropriate. Clothes that are typical in workouts and outdoor activities are not allowed.
- All employees must be clean and well-groomed. Grooming styles dictated by religion and ethnicity are not restricted.
- All clothes must be clean and in good shape. Discernible rips, tears, or holes are not allowed.
- Employees must avoid clothes with stamps that are offensive or inappropriate

Staff members who are supposed to wear a uniform, be that shirt and trousers or an overcoat must wear it during working hours. Heads of Department/Supervisors will be responsible if their staff does not maintain the required dress code.



When employees disregard the College's dress code, their Department Head must reprimand them. The employee should start respecting our dress code culture immediately. In some cases, Department Head may ask employees to return home to change.

## **Personal Hygiene**

CUA requires all employees to present themselves professionally regarding attire, personal hygiene, and appearance. These standards are commensurate with the College's practices of appropriate business conduct, professionalism, and dress code.

### **Hygiene**

CUA employees are expected to meet hygiene requirements during regular business hours for the duration of their employment.

- Maintain personal cleanliness by bathing daily.
- Oral hygiene (brushing of teeth) is required.
- Use deodorant/antiperspirant to minimize body odors.
- No heavily scented perfumes, colognes, and lotions. Some employees can cause allergic reactions, migraines, and respiratory difficulties.
- Clean and trim fingernails ( $\frac{1}{4}$  inch long or less).
- Wash hands after eating or using the restrooms.

### **Personal Grooming**

- Clothing must be clean, pressed, in good condition, and fit appropriately.
- Socks or hosiery must be worn with shoes.
- Neat and well-groomed hair, sideburns, mustaches, and beards (no artificial colors, e.g., pink, green, etc., that would be deemed unprofessional).
- Moderate make-up.
- Secured long hair (hair must be tied back to prevent the potential for being caught in equipment).
- Clothing must not interfere with the safe operation of equipment.
- No dark glasses (unless prescribed by a physician).
- Limited jewelry and no dangling or large hoop jewelry that may create a safety hazard to self or others. A general rule of thumb is that if a pencil can be passed through a hoop earring, it is not safe to wear near operating equipment.
- Body piercing must be limited to three per ear. Other visible body piercing is unacceptable unless demanded by religion/culture.
- Tattoos that are perceived as offensive, hostile, or that diminish the effectiveness of the employee's professionalism must be covered and not visible to staff, customers or visitors.

### **Business Attire**

Any CUA staff that maintains regular, in-person contact with customers must wear appropriate business attire.

### **Appropriate Business Attire**

- Men – Dress in shoes, jackets, shirts, ties, slacks, and sweaters.
- Women – Dress tops, dress pants, dresses, skirts, sweaters, pant-suits, dress shoes/sandals, abayas.

### **Business Casual**

- CUA allows employees to wear business casual attire when not in contact with customers.
- Sales employees are encouraged to wear company-branded shirts and/or collared shirts as part of their business casual attire.
- Employees are expected to keep appropriate business attire on hand at all times in the event that they are required to attend an in-person customer meeting.

### **Appropriate Business Casual Attire**

- Men - Collared shirts; either dress or golf. Khakis, slacks, dress shoes or casual dress shoes, sweaters.
- Women – Collared shirts; either dress or golf. Khakis, slacks, skirts, dresses, dress shoes or casual dress shoes, sweaters, and abayas.

### **Casual Friday**

- CUA employs a "Casual Friday" policy, wherein our employees are welcome to wear workplace-appropriate jeans (no rips, tears, or stains), and running shoes (no rips, tears, or stains).
- While Casual Thursday allows our employees to dress more casually, employees should consider the necessity to continually conduct themselves professionally, and dress in such a way that will not create a negative perception by customers, either internal or external.

### **Support and Maintenance Employees**

Employees whose regular job duties include physical lifting may wear appropriate casual clothing (including jeans/shorts) at all times. Shorts may be deemed inappropriate where a safety concern for accident or injury is present.

### **Inappropriate attire (also applicable to Casual Thursday)**

The following items are not permitted in any area during regular working hours:

- Sweat pants;
- Jogging pants;
- Pants that expose the midriff, underwear or leggings;

- Gym shorts;
- Bicycle shorts or other athletic shorts;
- Low-cut tops;
- Halter tops;
- Spaghetti strap tops;
- Tops that expose the midriff or underwear; Mini-skirts;
- Any form of clothing that is mesh, sheer, see-through or otherwise revealing;
- Any form of clothing that is generally offensive, controversial, disruptive or otherwise distracting;
- Any form of clothing that is overtly commercial contains political, personal, or offensive messages;
- Plastic flip-flops or sandals; Beach footwear

### **Personal Protective Equipment**

Personal/Protective safety equipment must be worn at all times in areas where such equipment is required.

### **Clarification**

- Every CUA employee is responsible for exercising sound judgment and common sense for his or her attire at all times. If an employee is deemed to be wearing inappropriate attire, his/her HOD is responsible for coaching the employee accordingly.
- Individual situations relating to appropriate workplace attire may be addressed on a case-by-case basis. Contact your manager if you have questions about these guidelines or a particular business area's dress requirements.

### **Compliance**

- Departure from appropriate grooming, hygiene, and attire standards will result in employee counseling and/or disciplinary action up to and including termination of employment.
- Theme days are occasionally approved by the institution and/or appropriate department when a deviation from these guidelines is right and when the business necessities will not be affected.
- Personal appearance standards may be reviewed periodically and updated as deemed necessary.

### **Cleanliness**

- Every employee is personally responsible for keeping their desk and the workplace neat & clean.

- Employees shall use waste paper baskets and dustbins to dispose of any material which they need to discard.

### **Parking**

Parking inside CUA 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 the 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 the back of the campus).

### **Legal Issues**

1. All CUA members have the right to refer to the labor law when it comes to compliance of the contract, including but not limited to discrimination, harassment, defamation, retaliation, etc.
2. At any given point, employee or employer has the right to hire a lawyer in case they feel their rights are being discriminated against. However, to resolve a dispute, the College stresses that an employee must use his/her right to go through a grievance or appeal procedure before taking another route.
3. All labor cases will fall under the jurisdiction of UAE Federal Courts.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and approved: Board of Trustees, Nov 2018*

*Revised and approved: Board of Trustees, Aug 2022*

**Policy Title:**

## **5.I Faculty and Professional Staff Appeals**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05IPO-02

**Responsible:**

Vice Chancellor, Director, Human Resource and Administration

---

### **Purpose**

To follow a fair governance procedure.

### **Applicability**

1. A faculty or staff member may appeal any University decision regarding promotion, disciplinary misconduct, grievance, or other decision.
2. Request for appeal shall be submitted as indicated in the relevant policy, within 5 working days of receiving the University decision.
3. The concerned Vice Chancellor/Head of Department shall discuss the appeal with the President and the concerned department if necessary.
4. The University decision after the appeal shall be considered final.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****5.m Faculty and Professional Staff Grievances****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FS05MPO-02**Responsible:** Vice-Chancellor, Director, Human Resource and Administration

---

**Purpose**

To follow an effective, efficient, and fair process for resolving staff and faculty grievances.

**Scope**

This policy applies to all University faculty and staff members, collectively referred to as employees.

**Objectives**

1. To protect employee's rights and the reputation of City University Ajman.
2. To develop a culture that considers grievance as an opportunity to improve the academic and administrative work environment of an institution.
3. To apply grievance procedures that are employee-centered and helps City University Ajman to prevent grievances from recurring.
4. To ensure that all grievances are resolved in an effective, efficient, and fair manner, and with confidentiality unless otherwise required by the UAE law.
5. To ensure that the views of each complainant and complained of are respected and treated equitably without discrimination to religion, color, gender, nationality, academic standing, or social status.

**Definitions**

City University Ajman defines employee grievance as: An expression of dissatisfaction with any aspect of City University Ajman's academic or administrative work environment, including, but not limited to:

1. Discrimination based on age, gender, religion, race, or national origin
2. Salaries
3. Resource support issues
4. Teaching assignments
5. Office assignments
6. Leave of absence application disputes
7. Termination of service
8. The way faculty or staff member has been treated.

## **Informal Processing of Grievances**

1. Whenever possible, employees are encouraged to resolve any issues in an informal way with the person(s) concerned within, 10 working days of the occurrence of the event.
2. Employees are encouraged to contact the HR department, or their immediate managers to assist them resolve the issue at this level.

## **Formal Processing of Grievances**

The following procedures shall be followed for formal processing of grievances.

1. During the grievance process, the complainant or the complained of shall not be suspended from their duties, treated harshly or discriminately, in any way or another.
2. The complainant shall have the right to present his/her case in writing and verbally.
3. All decisions related to the grievance shall be made available to all concerned parties.

## **Procedures**

### **Faculty**

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.

### **Staff**

1. If a grievance could not be resolved informally, or if the grievant chooses to submit a formal complaint, the grievant shall do so to the HR Department using the official form available there.
2. The HR Department shall submit a copy of the grievant complaint to the Grievance Committee, the President, the Vice Chancellor, and to the concerned academic or administrative department.

- a. The staff member submits an appeal to the Department Head and the HR who forwards the case to the Grievance Committee. The Committee, after reviewing the case and meeting with the staff member within 15 working days of receiving the appeal, may recommend acceptance, modification, or rejection of the findings or sanctions.
  - b. The Committee forwards its recommendation to the Department Head and the HR who reviews the recommendations and makes a final decision.
3. The Chair of the Grievance Committee shall commence the process of evaluating the grievance and shall provide its report to the HR Department, within 10 working days, from the date the complaint was received.

### **Acknowledgement**

Receipt of a document (grievance form, University decision, or appeal) must be acknowledged by the concerned party, at the same time it is received.

### **Time Limits**

1. If the grievant fails to meet the time limits to file the complaint, the grievance is automatically considered dropped.
2. If the grievant/complained of fail to appeal within 5 working days from the date of receiving the University decision to the grievance, the University decision shall be considered final.
3. Extension of time limits for any step may be authorized through the concerned Vice President upon written request.

### **Confidentiality**

All grievances and complaints shall be kept confidential, unless otherwise required by the UAE law. Except for simple announcements about the status of the proceedings and similar matters, both the University and the faculty/staff member shall avoid making public statements about the case to the extent possible until the proceedings have been completed.

### **Exhaustion of Remedies**

A faculty or staff member will not initiate civil litigation or civil administrative remedies against the University or its employees until all the remedies provided by this procedure have been exhausted.

### **Non-Retribution**

Retribution by the University or its employees against a faculty or staff member for seeking redress through this procedure is prohibited and is a separate cause for grievance.



**Policy Title:**

**5.n Graduate Assistants**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** FS05NPO-01

**Responsible:** Vice Chancellor

---

City University Ajman does not use teaching or research assistants.

**Document History**

*Approved: Board of Trustees, Nov 2014*

**Policy Title:****5.p Personnel Transfer Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

FS05PPO-01

**Responsible:**Director of Human Resource and Administration

---

**Purpose**

City University Ajman recognizes that faculty and staff motivation, efficiency, and retention are dependent upon employees working at positions that are well suited to their interests, and therefore offer transfer opportunities for current employees. Similarly, Department Heads should support faculty and staff members who desire to enhance their skills or develop new competencies to pursue different or more significant responsibilities internally.

**Scope**

The policy applies to all faculty and staff members of the University.

**Criteria**

An employee must be in their current position for at least nine months for any transfer request. The employee must be in good standing before they are eligible to apply for a transfer.

The exemptions to the nine-month requirement are:

1. the position is being adversely affected due to a reduction in the workforce or job elimination
2. there is a significant change in the terms and conditions
3. The President of City University Ajman provides the exemption

In all cases, employees must provide all supporting documents that support their application, including but not limited to performance appraisals, reference letters, latest achievements, newly earned degrees, work records, and other relevant information. Human Resources will use these documents and information for determining suitability for a position.

**Process**

Based on the department needs, either an employee can apply for transfer, depending on they meet the criteria, or the Department Head may recommend a transfer if the employee matches the skill sets and qualifications required for the desired post.

The employee must reach out to the Department Head with an application for transfer.

Based on Department Head's feedback, the employee shall take the next step.

The applicant must submit the job history, education, skills, and performance appraisal to evaluate the application.

Transfer dates should be arranged through the departments involved, with the support of the HR department. At least one month's notice by staff and a semester by a faculty member is required. The receiving department (to which an employee is transferring) initiates and submits the transaction change.

Employee's application will be submitted to the President's office for review and approval after a recommendation from the line manager.

### **Intradepartmental Position Transfer Process**

Based on the needs of the field as determined by the line manager, the department head can recommend the transfer of employees to positions within the department. This transfer will be to maintain an efficient and productive workflow and results. All transfers are to be approved by the President

### **Interdepartmental Transfer Process**

Before commencing a transfer, the interested employee must inform their immediate line manager that they are interested in other opportunities outside of the department. In all cases, the employee must apply all required and supporting documents to the HR department after approval from the line manager. If an application was not successful, the candidate will be eligible to apply for the same position the following academic year.

### **Document History**

*Approved: Board of Trustees, Nov 2021*

**Policy Title:****5.s Anti-Harassment and Anti-Discrimination Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** FSOSPO-01**Responsible:** Director of Human Resource and Administration

---

**Purpose**

This policy's purpose is to prevent harassment and discrimination and define principles and standards for behavior.

**Scope**

The policy applies to the University community includes, but is not limited to, all faculty, staff, students, alumni, interns (paid and unpaid), candidates, volunteers, visitors to the University, vendors, and service providers.

**Policy**

- CUA fulfills appropriate provisions of Federal Law that prohibit discrimination in employment based on race, color, national origin, religion, marital status, ethnicity, age, or against qualified individuals with disabilities based on disability.
- All employees and students are authorized to work and study in an environment free from any form of harassment and discrimination.
- All female employees will be given an equal and fair opportunity to work, grow, lead various projects, and have promotions as to all male counterparts.
- All females will receive equal and fair pay as the male employees for the same Work or Work of equal value. Procedures, controls, and standards for assessment of equal work will be set of equal value and will be established by the respective Department Head.
- CUA will not accept harassment and discrimination. Such behavior threatens the University's mission and the careers, educational experience, and well-being of students, faculty, and staff. In both evident and subtle ways, harassment and discrimination are damaging to individual students, faculty, staff, and the academic community as a whole.
- Harassment and discrimination are particularly serious when they impend relationships between a faculty member and student or manager and subordinate. In such situations, harassment and discrimination unethically exploit the power inherent in a faculty member's or supervisor's position. Through grades or

recommendations for graduate work, wage increases or promotions and the like, a faculty member or supervisor can have a conclusive influence on a student's, staff member's, or faculty member's career at the University and beyond.

- Supervisors, managers, and members of the University are obligated to report harassment/discrimination.
- All members of the University community are obliged to cooperate in applying this policy and investigating complaints of violations of this policy.
- The University prohibits retribution against any person who reports an incident of harassment or discrimination, provides information, or otherwise assists in any investigation of a complaint.

### **Definitions of Prohibited Discrimination and Harassment**

**Discrimination:** This includes employment and educational decisions made based on race, religion, color, national or ethnic origin, age, sex (including sexual harassment), marital status, disability, status as a victim of domestic violence.

**Discrimination-related Harassment:** Verbal or physical conduct creates a hostile and intimidating environment for people because of their personal characteristics protected by law.

**Sexual Harassment:** Sexual harassment is a form of discrimination and violates the law. It includes uninvited sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, such as sexual assault or acts of sexual violence

**Examples of Discrimination-related and Harassment:** Each University community member must exercise his or her own good judgment to avoid engaging in conduct that others may perceive as harassment. Subjecting employees or students to harassment by a visitor to campus or while off-campus during University business is also prohibited by this policy. Forms of discrimination related and harassment include, but are not limited to:

- **Verbal:** Repeated inferences, racial, derogatory slurs jokes, propositions, threats or suggestive or offensive sounds, phone calls.
- **Visual/Non-Verbal:** Derogatory posters, cartoons, or drawings; suggestive objects or pictures; graphic; obscene gestures
- **Physical:** Unwanted physical contact, including touching, patting, pinching, hugging, brushing against another's body, or interference with an individual's normal physical movements, attempted sexual assault, sexual assault.

### **Examples of Discrimination Using Terms and Conditions of Employment or Education:**

1. Making or threatening to make retaliation as a result of a negative response to harassment by making clear or implied suggestions that submission to or rejection of sexual advances will affect decisions regarding an individual's terms or conditions of

employment or education.

2. Making employment or educational decisions affecting an individual on the basis of personal characteristics that are protected by law.

## **Reporting of Harassment/ Discrimination**

The following describes the three reporting options at CUA:

a. **Anonymous Reporting:** If a reporting party would like his/her details to be kept anonymous (no individually identifiable information to be shared), the reporting party may speak with University counselors or at Director of HR;

b. **Confidential Reporting:** Complainants are encouraged to speak to either Head of Students Affairs, the Director of HR to make formal reports of incidents of misconduct or harassment. Complainants are free to decide how much information they want to share. Confidentiality will be maintained to the maximum extent possible to preserve a complainant's identity and privacy.

c. **Formal Reporting:** Complainants have the right, and can expect, to have complaints taken seriously by university assigned Investigative Committee when formally reported and to have those incidents investigated and properly resolved. The judicial system is designed to address violations of the University's Code of Conduct responsibility and Academic Integrity and policies.

## **Complaint and Investigation**

### **A. Complaint**

The university cannot prevent or resolve harassment or discrimination claims unless a complaint is raised. Any member of the university community who believes that he or she has experienced outlawed discrimination or discrimination-related harassment or harassment in employment or in the context of academic pursuits should use the Complaint Procedure described herein for the prompt and equitable resolution of complaints. Similarly, any member of the university community who becomes aware of potentially discriminatory or harassing conduct directed at another member of the university community should report such conduct to Human Resources.

- **Staff:** Report to Immediate Supervisor or Director of Human Resources.
- **Faculty:** Report to Department Chair or Dean or Director of Human Resources
- **Students:** Report Immediate Supervisor or Dean or VP of Student Life or Director of Human Resources

Reports of harassment may be made verbally or in writing. A complaint form for submission of a written complaint may be obtained in human resources, and all employees are

encouraged to use this Complaint Form. Employees who are reporting discrimination or harassment on behalf of other employees should use the complaint form and note that it is on another employee's behalf.

#### **Reporting Responsibility:**

- a. All supervisors and managers who receive a complaint or information about suspected discrimination or harassment, observe what may be harassing behavior or for any reason suspect that harassment is occurring, are required to report such suspected discrimination or harassment to the Director of Human Resources.
- b. All University employees who have the authority to redress misconduct, who have a duty to report incidents of misconduct, or who a student could reasonably believe has this authority or duty are required to report any incident involving harassment or discrimination involving a student to the Director of Human Resources.
- c. Members of the University community are encouraged to report any alleged harassment and/or discrimination immediately in order to maximize the University's ability to conduct a thorough, impartial, and reliable investigation.
- d. Members of the University community who believe they have been a victim of discrimination or harassment may also seek assistance in other available forums, as explained below in the section on Legal Protections.

#### **B. Investigation**

Upon receipt of complaint, the Director of Human Resources and Administration or designee will conduct an immediate review of the allegations, and (if appropriate, in consultation with key supervisory personnel) take any interim actions, including interim suspension, as deemed appropriate. If complaint is verbal, the Director or designee will encourage the individual to complete the complaint in writing. If he or she refuses, the Director will prepare a Complaint Form based on the verbal reporting. The Director or designee will commence an investigation of the complaint in order to make a determination whether there was a violation of this policy. The investigation may consist of the following:

- Gather and preserve and review relevant documents including emails, texts, electronic communications or phone records.
- Meet with the individual bringing the complaint and with the individual responding to discuss the available procedures and possible avenues for resolution of the complaint.
- Interview all parties involved, including any relevant witnesses.

- Create a written documentation of the investigation.
- Notify the individual who complained and the individual(s) who responded of the final determination and implement any corrective actions identified.
- Inform the individual who complained of their right to file a complaint or charge externally as outlined below.

**Timeliness:** An investigation of any complaint, information or knowledge of suspected harassment or discrimination will be prompt and thorough, and the University will make reasonable effort to complete its review within 60 days. The University may, at its discretion, extend any of the time limits imposed in this policy. If the Complainant fails to respond within the time limits provided, the complaint may be deemed to have been withdrawn upon written notice of such failure.

**Confidentiality:** Matters involving discrimination and/or harassment are particularly sensitive and demand special attention to issues of confidentiality. Dissemination of information relating to the case should be limited to individuals who have a legitimate need to know or who have information. University employees who learn of incidents of discrimination and/or harassment have an obligation to report and cannot guarantee confidentiality. Their privacy and that of the complainant will be maintained to the greatest extent possible.

**Remedial and Disciplinary Action:** The Director of Human Resources and Administration (and if appropriate, key supervisory personnel) will communicate with the individual complaining and the individual responding to any resulting remedial action and/or discipline imposed. When the University finds that a violation of this policy has occurred, appropriate and timely disciplinary action will be taken, up to and including separation from the University . The University will follow applicable University procedures including those provided in the Faculty Handbook, in taking any disciplinary action.

#### **Document History**

*Approved: Board of Trustees, Aug 2022*



**Policy Title:****5.qa Code of Conduct Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FS05QPO-02

**Responsible:**

Director of Human Resource and Administration

---

**Purpose**

All CUA employees must conform to professional standards of conduct, including creating a positive work environment. Professional standards of conduct presume that employees will not engage in conduct contrary to the interest of the University or interfere improperly with the rights of the University . Failure to adhere to professional standards of conduct or engaging in unacceptable behavior may be subject to disciplinary action, including dismissal.

**Scope**

The policy applies to all faculty and staff members of the University .

**Adherence to Code of Conduct:**

Each member of the University must conduct his or her activities following the highest professional and community ethical standards and the guidelines set by the University as defined in the CUA Policies and Procedures Manual and Faculty Handbook. All employees are mandated to adhere to the below-stated Code of Conduct at all times:

- All CUA community is expected to create a positive work environment inculcating the University's Core Values at all times.
- Commit to protecting students and colleagues from neglect, exploitation, and abuse.
- Adhere to the confidentiality agreement attached to their employment contract to ensure confidential information related to the University and students is restricted to official purposes only.
- Refrain from all forms of harassment and avoid spreading false information and rumors.
- Adhere to the highest ethical standards.
- Respect and be in compliance with the law of the land within the University premises and outside, to reflect as an ideal citizen representing the University
- Comply with contractual conditions as stated in the employment contract and the Policies and Procedures Manual of the University
- Support University goals and department-level objectives in order to align with the University's vision and mission
- Adherence to the highest standards of academic integrity without any personal biases

- It is the employee's responsibility to declare any conflict of interest that may arise in conjunction with any roles and responsibilities.
- Respect for the rights and dignity of colleagues, students, and community members
- Maintenance and preservation of accurate academic and non-academic records
- Conducting business practices with honesty, integrity, and fairness
- Concern for the Health and Safety of the community member
- Reporting suspected violations of the Code; enforcement of the Code
- Faculty and Staff members will perform all duties assigned to them,
- Uphold their relationships with colleagues, students, and the community inside and outside the University
- Respect the system and values prevailing in the University and UAE society,
- Refrain from performing any activity that can harm the University's image, University itself, or its employees.
- Refrain from committing any verbal or physical abuse against their students, colleagues and the University
- Strongly discouraged from smoking on campus and prohibited from using any other substance in the workplace.
- Refrain from discussing gender identity and must respect UAE's culture and norms.
- Adhere to the University off-boarding agreement stated on the End of Services Settlement.
- Abide by all laws and regulations of the University

### **Compliance with the Law**

Each University member is expected to become familiar with the laws, regulations, and University rules which apply to his or her position and duties and to comply thereby. As well as UAE Federal Laws, ensure your teaching methodology is based on those guidelines.

### **Conflict of Interest:**

Each member is expected to perform his or her duty faithfully and to the best of their ability. Interests and official responsibilities. In addition, to comply with University applicable codes and guidelines for reporting and reviewing actual and potential conflicts of interest and conflicts of commitment.

The University intends to avoid conflicts between the interests of the University and the personal interests of faculty and staff members. Therefore, when any University business transaction under consideration presents the potential for a conflict of interest, the faculty or staff member concerned shall not be involved in the transaction. The University shall act in accordance with the guidelines below.

- A conflict of interest is defined as incompatibility between an individual's private interests and his or her duties or actions as a University employee.
- A potential for conflict of interest exists where a University faculty or staff member, or a close relative or member of that person's household, is an officer, director, employee, proprietor, partner, trustee, or stockholder in, or stands personally to profit materially from, an organization seeking to do business with the University .

- A potential for conflict of interest also exists when a University faculty or staff member has an interest in a company which has interest to do business with the University and the faculty or staff member's position gives him/her access to proprietary or other privileged information which could benefit the firm in which he/she has an interest.
- Any University faculty or staff member who is or is to be involved in a University business transaction in which a potential conflict of interest exists must promptly report the such potential conflict to the Director of Human Resources. Upon joining, all employees are required to declare their significant relationships within the University .

### **Acceptance of UAE Norms**

CUA, established under the patronage of His Highness Sheikh Humaid Bin Rashid Al Nuaimi, Member of the Supreme Council and Ruler of Ajman, and under the chairmanship of His Highness Sheikh Rashid Bin Humaid Al Nuaimi, takes immense pride in UAE Culture and its heritage. We value the country's rich traditions and ethics, which lays our University 's foundation. All members of the University are expected to uphold, respect, and accept UAE Culture, traditions, and religion. We will tolerate any member of the University who disregards the above.

The UAE culture values showing respect to people of various origins and religions. All emirates in the UAE follows stringent moral and ethical Code. The legal system in UAE is a mix of Sharia (Islamic Law), Civil and Criminal Laws implemented by the Federal Judiciary. It is advised for all CUA members to acquaint themselves with these norms and be attentive to expressing utmost respect to UAE Culture, Religion, and Business Ethics. Ignorance of the law is not considered or accepted as an excuse in a court of law. Hence, expatriates should acquaint themselves with the country's laws.

- All employees of CUA shall, at all times, conduct his or her activities following the highest professional and community ethical standards.
- Every member of CUA is expected to become familiar with those policies, procedures, and regulations which are applicable to his or her position and duties.
- All employees of CUA involved in teaching and research activities are expected to conform to the highest standards of honesty and integrity. Activities such as plagiarism, misrepresentation, and data falsification are prohibited.
- All employees of CUA shall respect the UAE Culture, traditions, and religion of all kinds. They shall familiarize themselves with the above, give the highest regard and never display any insolence, intentionally or unintentionally.
- All CUA members shall maintain respect and utmost tolerance towards people of different cultures to create a respectful environment.
- Abstain discrimination, harassment, or prejudicial treatment against other faculty members, staff members, students, or participants because of race, color, religion, national origin, gender, country of citizenship, age, political beliefs, or status as a

person with a disability.

- All employees are encouraged to highly regard the UAE's development and prosperity journey and asked to participate in national activities and events actively.

#### **Social Media Conduct:**

- To ensure adherence to the cultural and religious norms of the United Arab Emirates (UAE), individuals must uphold these values both online and offline. This entails exercising discretion and mindfulness when using social media platforms. In the modern era of social media, one's online presence can significantly impact the wider community.
- Individuals are required to refrain from engaging in activities on social media that may be perceived as inappropriate or disrespectful, such as participating in dancing or wearing inappropriate clothing that contradicts cultural norms. Failure to comply reflects poorly on the individual and negatively affects the reputation of the broader community.
- By consistently adhering to cultural values and norms, both virtually and in daily interactions, individuals actively contribute to nurturing a harmonious environment that fosters mutual understanding and respect among all members of the UAE community.

#### **Public Behavior:**

- Public displays of affection, loud or disruptive behavior, offensive language, inappropriate gestures, and inappropriate tone of voice or body language are considered inappropriate and disrespectful in UAE culture. It is crucial to maintain decorum and show respect for others' personal space in public settings.

All CUA faculty and staff members are expected to follow the above diligently in University to maintain harmony and avoid conflicts relating to their differences.

#### **Document History**

*Approved: Board of Trustees, Aug 2022*

*Revised: Board of Trustees, June 2024*

**Policy Title:** 5.t Academic Promotion Policy

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FS05TPO-02

**Responsible:** Vice-Chancellor

---

### **Purpose**

The purpose of this policy and its related procedure is to establish criteria and guidelines for faculty tenure and promotion. The policy gives details of the City University Ajman (CUA) academic promotion process, including faculty member eligibility, promotion requirements, timeline, the roles of different committees and external referees, and appeals.

### **Scope**

This policy applies to all faculty members of City University Ajman.

### **Policy Statement**

1. All faculty applying for academic promotion shall abide by the regulations, timelines, procedures, and documentation requirements and formats 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 two weeks from the date of closing for receiving the applications from faculty. Replacements shall be done at least two weeks before the start of the review of applications.
5. Members of the Academic Promotion Committee shall abide by the Terms of Reference included in this Policy Document.
6. Faculty promotion from the parent university will serve as a supporting document. It can be considered for a faculty member's promotion on a case-to-case basis meeting the criteria defined in the CUA Promotion Policy.

### **Mandated Promotion File Submission Timeline for Faculty Advancement**

City University Ajman (CUA) is committed to fostering a culture of continuous improvement and career advancement among its esteemed faculty members. To support this commitment, CUA has established the following guidelines:

- Faculty holding the academic rank of Assistant Professor must submit their promotion files within five years from the commencement of their employment at CUA.
- Faculty holding the academic rank of Associate Professor must submit their promotion files within seven years from the commencement of their employment at CUA.
- Failure to comply with these requirements, due to insufficient engagement in research, publication, teaching, and community service, will result in a low score in the annual performance evaluation. Additionally, non-compliance may lead to further disciplinary actions as deemed necessary.

## Principles

The Academic Promotion Policy at CUA 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 their 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. The members of the Academic Promotion Committee shall disclose any appearance of a conflict of interest to make sure that decisions are not influenced and maintain the integrity of the policy. Where an appeal is made, due diligence will be made to review the decisions.
- Planned Activities: Academic Promotion is a planned activity carried out per the calendar to allow faculty to prepare and the Academic Promotion Committee to make decisions. The 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 promotion procedures 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 of the promotion process at the department and college level shall be confidential.
  4. An applicant for promotion may request the University 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 refuse 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 on March 10, 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.

6. Promotion can be applied in two windows, March 15 and October 15 of each year.

### **Conflict of Interest**

The following shall be considered a conflict of interest, and a corresponding Conflict of Interest form shall be filled:

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

### **Academic Misconduct**

Professional integrity is of core importance at all reputable educational institutions, including research institutions and universities. CUA 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.

CUA'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 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 to acknowledgment).
3. Ensuring that the authorship of published work includes all persons who have materially contributed to and share responsibility for the publication's contents and only those persons.
4. Obtaining written consent from authors before using new information, concepts, or data obtained initially through access to confidential manuscripts or applications or refereeing or participating in refereeing projects submitted by other researchers to secure project funding.

5. Obtaining approval from the Research Committee in medical and health sciences programs before engaging in any research involving 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 CUA's responsibility to investigate all allegations of misconduct in research involving any researchers at CUA and take any appropriate action necessary promptly and effectively.

**Document History**

*Approved: Board of Trustees, May 2023*

*Revised and Approved: Board of Trustees, June 2024*



**Procedure Title:****Academic Promotion Procedure****Procedure Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** FS05TPR-02**Policy Reference:** FS05TPO-02**Responsible:** Vice-Chancellor

---

**Purpose**

These Procedures are intended to give effect to the uniform implementation of the Academic Promotions Policy.

**Roles and Responsibilities**

1. The Academic Promotion Committee
  - Develop and/or review policies and procedures related to academic promotion
  - Review applications for promotion
  - Assign internal and external experts/assessors to evaluate faculty research portfolio; Contacting referees
  - Oversee and/or conduct the interviews of faculty line up for promotion
  - Take necessary decisions on promotion applications and convey such decisions to applicants
2. The Head of Department
  - 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.
  - The HoD shall ensure that the faculty evaluations are carried out every year as per approved policies and procedures and the calendar of activities
  - The HoD shall hold meetings with the faculty on any changes to the policies and procedures and provide avenues for clarifications.
3. The Faculty
  - The Dean or Head of Department (HoD) is responsible for conducting meetings with the faculty to communicate policy and procedure changes, offering

opportunities for development or clarification. Additionally, the Dean or HoD is responsible for ensuring that faculty members submit Turnitin reports for their research, with verification required before inclusion in the respective faculty's application. It's crucial for faculty members engaged in the promotion process to abstain from contacting committee members, including HR, to prevent potential disruptions to the entire process.

4. The Human Resources Department

- Providing the unified forms and templates related to faculty performance review and overseeing its implementation
- Coordinating with the HoDs on any policy amendments
- Providing training to HoDs related to policy amendments

5. The Quality Assurance and Institutional Effectiveness Department

- 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
- The QAIED shall be responsible for overseeing the implementation of the processes in coordination with the relevant department
- Where requested, the QAIED may provide data analysis and support.

## **Procedure**

1. 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 Ajman, all the research work submitted for promotion, teaching experience, academic advising, and University 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, the 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. Evidence to prove the applicant's contribution in teaching and academic advising, including peer evaluation reports and students' evaluations.
7. Evidence to prove the applicant's contribution to the University and community services.

## 2. Application for Promotion

### 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 Dean (*Refer to CUA Academic Promotion Application Form*) during the first week of January, April, or October of each year. Applicants should submit a complete dossier (*Refer to Dossier Checklist*). Incomplete applications will be returned and will not be considered.
2. The Dean shall refer the application to the Department Academic Promotion Committee (DAPC) for review.
3. The DAPC shall review the promotion application to ensure 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 Dean 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 their receipt of the application dossier.

### University Level

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

1. In September of each year, a committee called the Academic Promotion Committee (APC) for Faculty Members is formed. It consists of at least five members in addition to the Committee Chairperson.
2. The APC 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.
3. The APC 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 Committee.

The University President or his deputy shall undertake all correspondence with the referees.

4. Each referee shall be sent a copy of the applicant's CV, the CUA Promotion By-Laws, the research output that the Committee accepted for promotion, and the forms for evaluating research output. The University President or his deputy may send the dossier to a new referee if any original referees do not respond in three months.
5. The APC 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.
6. The Vice-Chancellor shall refer the recommendations of the APC for Academic Promotion to the President for consideration. The University President shall take the final decision on whether to promote the applicant
7. Promotion shall be effective as of the date of the President's decision.
8. In case the APC rejects an application for promotion or the Vice-Chancellor does not approve the promotion decision, or if the University 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 they are the sole researcher in at least two.

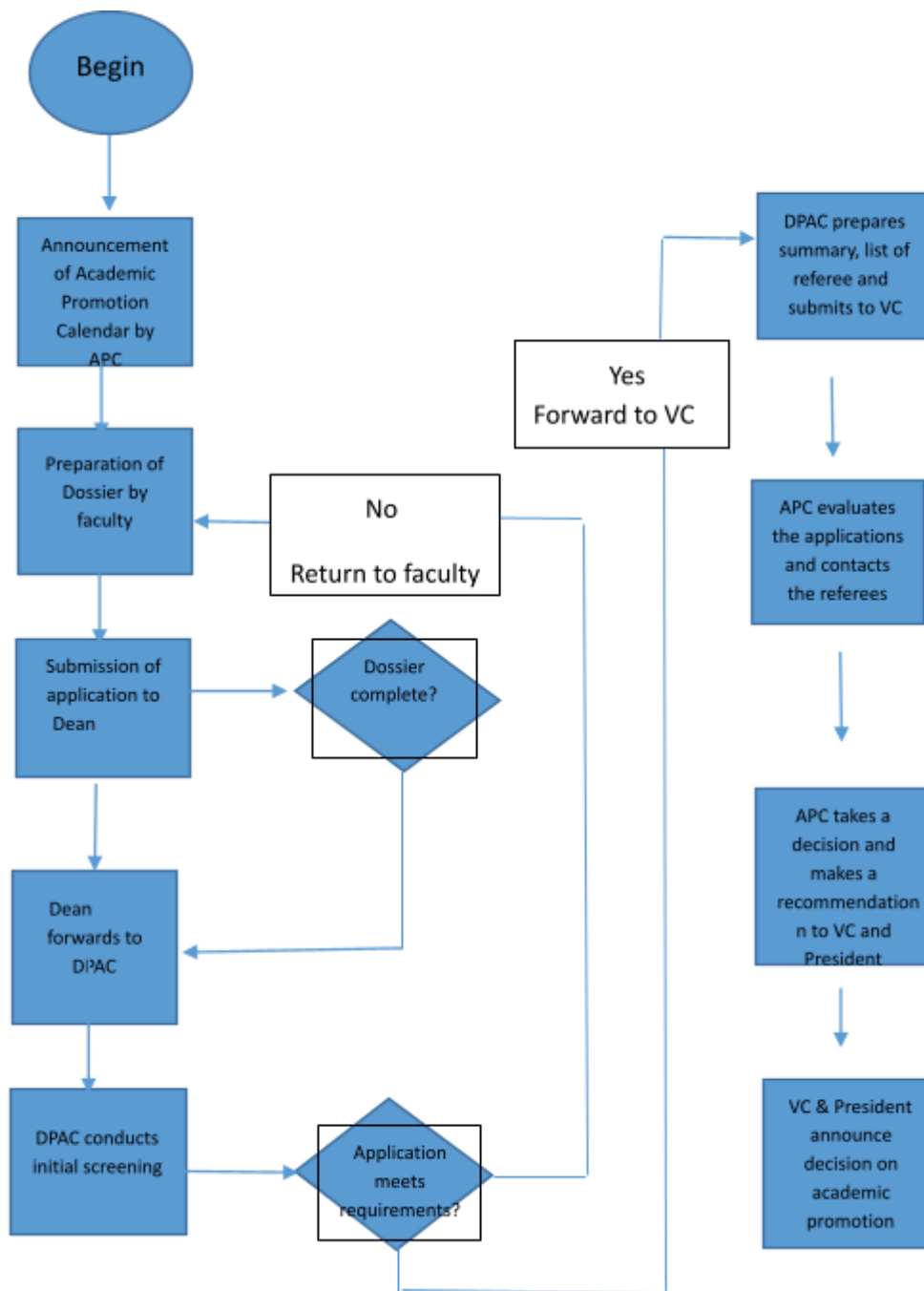


Figure 1: Academic Promotion Procedure

### Conflict of Interest

To preserve the integrity of the results of the academic promotion, members of the DAPC and APC are advised to disclose any Conflict of Interests

- Members of the DAPC or APC upon receipt of the applications for academic promotion shall disclose any conflict of interest using the Conflict-of-Interest Form.

- The Chair of the DAPC or APC shall convene a meeting to discuss replacement of the member.
- Replacement of the member shall be announced to the faculty-applicants.
- The replaced member shall not be allowed to have any involvement in the academic promotion for the specified period.
- Failure to disclose conflict of interest shall be subject to disciplinary action as per HR Manual.
- Failure to disclose conflict of interest shall invalidate the results of the academic promotion.

### **Decisions and Appeals**

The APC 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.

### **Evaluation Criteria**

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

1. Research and Scholarly Activities (60%)
2. Teaching and academic advising. (30%)
3. University and community services. (10%)

#### **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, provided that these journals are regularly published by universities, academic or scholarly societies, associations, scientific research centers, or international publishing houses following standards approved by the City University 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 the printing house will only be considered if an editorial board is available. At least two referees must have evaluated such books in the applicant's field of specialization prior to publication. Each book is considered a research paper. One 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 CUA.
- E. 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.
- F. 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.
- G. Heritage books have been referred, reviewed, and published by a university, an academic association, a reputable publishing house, or 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.
- H. Research published in specialized books in the applicant's field of specialization. These books must have been referred 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.
- I. 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.
- J. The Head of Department or Dean is responsible for conducting a comprehensive integrity check on all research before submission of the promotion dossier to the HR. This includes verifying content accuracy, adherence to ethical standards, academic integrity, and institutional policies. Additionally, he or she is entrusted with the responsibility of ensuring that the submitted research is not published in predatory journals. Only approved submissions, following necessary corrections if identified, should be forwarded to the HR department.

- K. In the event that the research falls below the anticipated standard or quality, as determined by the promotion committee or external assessors, necessitating a resubmission for further evaluation beyond the originally agreed scope, the responsibility lies with the Faculty. Any ensuing expenses incurred in this regard shall be the responsibility of the faculty member. This protocol underscores accountability and reinforces the commitment of faculty members to maintain exemplary standards of research quality.
- L. It's crucial for faculty members engaged in the promotion process to abstain from contacting committee members, including HR, to prevent potential disruptions to the entire process.
- M. If plagiarism and the submission to predatory journals are detected, the respective faculty member is required to resubmit their additional research endeavors for evaluation by external assessors. The financial responsibility associated with this resubmission is to be undertaken by the faculty member, who should be responsible for any additional costs incurred.
- N. Under all circumstances, in case the books referred to in items (D), (E), (F) and (G) above have not been refereed yet, CUA shall send them to at least two external referees prior to considering them for promotion.
- O. 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 a publishing house or printing house with an 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

### **University and Community Services**

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

1. Serving on University and University 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 University.



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 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 the case of scientific research involving five 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 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 must include at least two research articles published (or accepted for publication) in foreign refereed periodicals within their dossier. 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 University and community services with an overall evaluation of at least Good as per the university performance review
9. Have obtained 60 points out of 100 points designated for research, 30 points out 100 points for teaching and academic advising, and 10 out of 100 points for University 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 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 the case of scientific research involving five 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 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 60 points out of 100 points designated for research, 30 points out 100 points for teaching and academic advising, and 10 out of 100 points for University

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**

| <b>Date</b> | <b>Activity</b>           | <b>Responsibility</b> | <b>Remarks</b>                                                                                                           |
|-------------|---------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------|
|             | Annual Performance Review | HR, HoD, VC           | HR conducts annual performance review in coordination with the HoDs, this will include the student evaluation of faculty |

|                           |                                                                                      |                                         |                                                                                                                                                   |
|---------------------------|--------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>January and July</b>   | 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                                                                              |
| <b>January and August</b> | 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                           |
| <b>September</b> | Committee for Academic Promotion (APC) formation    | VC                        | The University shall form the APC to evaluation the applications forwarded by the DAPC                                       |
|                  | Conflict of Interest Declaration                    | Members of APC            | Members of the APC, 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                                                                   |

**Document History**

*Approved: President, May 2023*

*Revised and Approved: President, June 2024*

## Forms, Templates, and Instruments Used

### Conflict of Interest Declaration Form

|                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name of Committee Member                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Department                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Academic Year                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>Declaration:</p> <p>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</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Nature of Conflict                                                                                                                                                                                                                                                               | <div style="margin-left: 40px;"> <input type="checkbox"/> I am one of the applicants<br/> <input type="checkbox"/> The applicant is my HoD<br/> <input type="checkbox"/> The applicant was a member of the Academic Promotion Committee when I applied for academic promotion in the previous years<br/> <input type="checkbox"/> The applicant is my previous teacher/mentor/supervisor<br/> <input type="checkbox"/> The applicant is my next of kin<br/> <input type="checkbox"/> Others, please specify         </div> <div style="margin-top: 10px;"> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> </div> |
| Approval                                                                                                                                                                                                                                                                         | Dr. Mohamed S. Amerah<br>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                                                                                        | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 2           | Curriculum Vitae                                                                                                  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3           | Copies of Research work submitted for promotion                                                                   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 4           | Information related to the journals and periodicals in which the work was published                               | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 5           | Applicant's Workload to show courses and number of students' taught, academic advising, other administrative load | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 6           | Evidences of community service                                                                                    | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 7           | Copy of performance review report                                                                                 | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

## Academic Promotion Application Form

### Section A – Faculty Declaration

|                                                                                                                                                                                                                                                        |                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name of Faculty                                                                                                                                                                                                                                        |                                                                                                                                                                                       |
| Department                                                                                                                                                                                                                                             |                                                                                                                                                                                       |
| Academic Year                                                                                                                                                                                                                                          |                                                                                                                                                                                       |
| Date of Joining CUA                                                                                                                                                                                                                                    |                                                                                                                                                                                       |
| Current Academic Rank                                                                                                                                                                                                                                  | <input type="checkbox"/> Lecturer<br><input type="checkbox"/> Assistant Professor<br><input type="checkbox"/> Associate Professor                                                     |
| Number of Years in Current Academic Rank                                                                                                                                                                                                               |                                                                                                                                                                                       |
| Academic Rank Sought                                                                                                                                                                                                                                   | <input type="checkbox"/> Assistant Professor<br><input type="checkbox"/> Associate Professor                                                                                          |
| <p style="text-align: center;">Faculty Declaration:</p> <p>I hereby submit my Application for Academic Promotion with all the relevant documents required for consideration. I declare that all documents submitted herewith are true and correct.</p> |                                                                                                                                                                                       |
| Submitted by                                                                                                                                                                                                                                           | <p style="text-align: center;">_____<br/>           Name and Signature of Faculty<br/>           Academic Rank</p> <p style="text-align: center;">Date : ____/____/20____</p>         |
| Received by                                                                                                                                                                                                                                            | <p style="text-align: center;">_____<br/>           Name of HoD or Chair of Academic Promotion<br/>           Position</p> <p style="text-align: center;">Date : ____/____/20____</p> |

### Section B – Details of Research and Scholarly Activities

|                                                        |
|--------------------------------------------------------|
| <b>RESEARCH AND SCHOLARLY ACTIVITIES (WEIGHT =60%)</b> |
|--------------------------------------------------------|



| Details of Research and Scholarly Activities |  | Funding Source | Date Published | Publication Details | Publication Type<br>Local/International<br>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/<br>Semester | Student Evaluation Results |
| UNDERGRADUATE LEVEL                                        |       |              |                    |                            |                            |
| 1                                                          |       |              |                    |                            |                            |
| 2                                                          |       |              |                    |                            |                            |
| 3                                                          |       |              |                    |                            |                            |
| 4                                                          |       |              |                    |                            |                            |
|                                                            | TOTAL |              |                    | AVERAGE                    |                            |
| GRADUATE LEVEL                                             |       |              |                    |                            |                            |
| 1                                                          |       |              |                    |                            |                            |
| 2                                                          |       |              |                    |                            |                            |
| 3                                                          |       |              |                    |                            |                            |
| 4                                                          |       |              |                    |                            |                            |
|                                                            | TOTAL |              |                    | AVERAGE                    |                            |
| ACADEMIC ADVISING                                          |       |              |                    |                            |                            |

|             |  | AY and<br>Semester | Number of<br>Students | Students<br>on<br>Academic<br>Probation |
|-------------|--|--------------------|-----------------------|-----------------------------------------|
| 1           |  |                    |                       |                                         |
| 2           |  |                    |                       |                                         |
| 3           |  |                    |                       |                                         |
| 4           |  |                    |                       |                                         |
| MEAN RATING |  |                    |                       |                                         |
| COMMENTS    |  |                    |                       |                                         |
|             |  |                    |                       |                                         |

#### Section D – Details of University and Community Services

| University 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%    |       |            |         |
| University and Community Services | 15%    |       |            |         |
| TOTAL                             | 100%   |       |            |         |
| RECOMMENDATIONS FROM DAPC         |        |       |            |         |
|                                   |        |       |            |         |
| RECOMMENDATIONS FROM REFEREES     |        |       |            |         |

|                                                              |                                                 |
|--------------------------------------------------------------|-------------------------------------------------|
|                                                              |                                                 |
| <b>RECOMMENDATIONS FROM APC</b>                              |                                                 |
|                                                              |                                                 |
| <b>COMMENTS AND APPROVAL</b>                                 |                                                 |
|                                                              |                                                 |
| <hr/> <b>Dr. Mohamed S. Amerah</b><br><b>Vice Chancellor</b> | <hr/> <b>Mr. Imran Khan</b><br><b>President</b> |
| Date: ____/____/____                                         | Date: ____/____/____                            |

## 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:  | <div data-bbox="687 271 1189 282" style="text-align: center;">_____</div> <div data-bbox="810 288 1070 318" style="text-align: center;">Name of Main Author</div> <div data-bbox="847 329 1034 358" style="text-align: center;">Academic Rank</div> <div data-bbox="879 369 1000 398" style="text-align: center;">Affiliation</div> <div data-bbox="727 450 1150 483" style="text-align: center;">Date : ____/____/20__</div> |
| Witness: | <div data-bbox="687 663 1189 674" style="text-align: center;">_____</div> <div data-bbox="834 680 1043 710" style="text-align: center;">Name of Witness</div> <div data-bbox="847 721 1034 750" style="text-align: center;">Academic Rank</div> <div data-bbox="879 761 1000 790" style="text-align: center;">Affiliation</div> <div data-bbox="727 842 1150 875" style="text-align: center;">Date : ____/____/20__</div>     |

## Guidelines for Evaluating Research and Scholarly Activities

*(Example Only)*

| A. Research and Scholarly Activities |                     | Max Points | Point Equivalent (60%) |
|--------------------------------------|---------------------|------------|------------------------|
| Funding Source                       | CUA 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<br>(25%) |
|-------------------|-------------------|------------|---------------------------|
| Organizer/Sponsor | CUA               |            |                           |
|                   | Self              |            |                           |
|                   | Local             |            |                           |
|                   | International     |            |                           |
|                   | Private           |            |                           |
|                   | Government        |            |                           |
| Role              |                   |            |                           |
|                   | Guest Speaker     |            |                           |
|                   | Keynote Speaker   |            |                           |
|                   | Participant       |            |                           |
|                   | Facilitator       |            |                           |
| Beneficiary       |                   |            |                           |
|                   | Students          |            |                           |
|                   | Faculty           |            |                           |
|                   | Community         |            |                           |
|                   | University        |            |                           |
| Duration          |                   |            |                           |
|                   | Less than 2 hours |            |                           |
|                   | 2-4 hours         |            |                           |
|                   | 4.01-8 hours      |            |                           |
|                   | More than 8 hours |            |                           |



**Policy Title:****Faculty Recognition Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** FS05QBPO-01**Responsible:** Vice-Chancellor

---

**Purpose:**

Formulating mechanisms to motivate faculty members to increase their research activity and publications is important. As a result, the institution expects that there will be improvements in teaching and its ability to serve society better. This procedure aims to provide such a framework for the faculty at CUA.

**Scope:**

This policy applies to all faculty members at City University Ajman.

**Policy**

As part of the faculty promotion policy, each faculty must remain engaged in teaching, research, and services and demonstrate a progressive trend. The outputs from these efforts may contribute meaningfully to the faculty promotion. Each faculty should be aware of the following mechanism as motivating factors for pursuing their career at CUA and seek promotions in their ranks.

**A. Timely Submission of the Promotion Dossier**

- 1) Assistant Professors must submit the promotion dossier within in 5 years of appointment.
- 2) Associate Professors must submit the promotion dossier within in 5 years of appointment or promotion at CUA.
- 3) Non-compliance with these timelines will result in a warning, followed by a one-year extension.
- 4) Failure to submit a completed promotion dossier may result in disciplinary measures.

**B. Institutional Best Faculty Award**

- 1) Faculty members who meet the established eligibility criteria are required to submit an application for the Best Faculty Award annually. This prestigious award acknowledges outstanding achievements in teaching, research, and service.

2) Recipients of the Best Faculty Award will receive a certificate and a monetary award of AED 5,000 from the research fund.

3) Each academic year, each college must officially submit its nomination for the Institutional Best Faculty Award.

4) The criteria for the award are.

i. Excellence in Teaching (20):

- Demonstrates excellence in pedagogy, showcasing innovative teaching methods and an engaging classroom presence.
- Contributions to curriculum development and enhancement of student learning outcomes.
- Active involvement in educational innovation, such as e-learning, experiential learning, and industry partnerships.

ii. Research and Scholarly Impact (20):

- Publication record in esteemed peer-reviewed journals relevant to the field of business.
- Noteworthy scholarly contributions, including books, book chapters, research monographs, and technical reports.
- Active participation in funded research projects and grants, reflecting a robust research agenda.
- Recognitions, awards, or service on editorial boards that highlight research excellence and fosters a culture of interdisciplinary research and cooperation

iii. Service to the University and Business Community (10):

- Assess how the faculty member's activities align with the institute's mission, vision, and strategic goals. This includes contributions to the overall academic and institutional objectives
- Engagement in developing and disseminating business knowledge through academic service, outreach, and community engagement.
- Collaboration with industry and business partners, including advisory roles, consulting, and corporate training.
- Initiatives promoting diversity, equity, and inclusion in the academic and business community.

iv. Educational Leadership and Innovation (10):

- Development of innovative educational programs, courses, or teaching methods that align with University standards.
- Adapting to changing pedagogical trends, including integrating technology and digital literacy.
- Mentorship and guidance of fellow faculty, contributing to their professional development.

- v. Impact on Student Success (10):
  - Data-driven evidence of fostering student success, including graduation rates, career placements, and student achievements.
  - A commitment to creating an inclusive and diverse learning environment that supports the success of all students.
  - Student feedback, testimonials, and endorsements highlighting the faculty member's influence on their educational journey.
- vi. Ethical Professional Conduct (10):
  - Dedication to ethical and responsible business practices in both teaching and research.
  - Contributions to the college's mission to produce graduates who are socially responsible and ethically conscious leaders.
- vii. Global Engagement and Impact (5):
  - Participation in international programs, global initiatives, and cross-border collaborations.
  - External recognition, awards, or honors received by the faculty member for their contributions to academia or their field.
  - Contributions to global business education and a deep understanding of international business issues.
- viii. Community Engagement and Outreach (10):
  - Initiatives and projects that benefit the local community and the business environment.
  - Collaborative efforts that positively impact the region through research, outreach, or partnerships.
- ix. Alumni Relations and Impact (5):
  - Contributions to the development of strong alumni networks.
  - Demonstrated engagement with alumni and positive contributions to their professional and personal growth.

#### C. Dissemination of Faculty Promotions

- 1) To highlight the achievements of esteemed faculty members and promote a culture of recognition and appreciation within the university community, the HR Department will disseminate all faculty promotions
  - i. through email circulation,
  - ii. on social media platforms, and

iii. in the CUA Newsletter. This initiative is designed to commemorate the dedication and accomplishments of our esteemed faculty, serve as inspiration for others to pursue excellence, and foster a collective sense of pride and solidarity throughout the institution, thereby instilling motivation among the faculty to advance in their careers.

**D. Incentivizing Research Funding Based on Academic Rank**

1) CUA will provide research funding based on academic ranks as per the table below.

| <b>Position</b>          | <b>G<br/>r<br/>a<br/>d<br/>e</b> | <b>Research Incentive</b> |
|--------------------------|----------------------------------|---------------------------|
| Dean                     | A                                | AED 14,000                |
| HOD/Director/Deputy Head | B                                | AED 13,000                |
| Professor                | C                                | AED 12,000                |
| Associate Professor      | D                                | AED11,000                 |
| Assistant Professor      | E                                | AED10,000                 |

**Document History**

*Approved: Board of Trustees, June 2024*

**Policy Title:**

**Data Privacy Policy**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** FS05VPO-01

**Responsible:** Director, Human Resource and Administration

---

**Purpose:**

The purpose of this policy is to regulate and establish a comprehensive framework for the handling of employee data processing, sensitive information, and data accessed by faculty members and employees in the course of their job responsibilities. At City University Ajman (CUA), faculty members and employees are entrusted with sensitive information, and it is imperative that all confidential information, whether in electronic, written, or verbal form, is treated with the highest level of confidentiality and respect. This policy aims to ensure that all such information is handled appropriately and in compliance with relevant legal and institutional requirements.

**Scope:**

This policy applies to all faculty members and employees at City University Ajman.

**Data Privacy Policy**

**A) Use of Information for Business Purposes Only**

All information and data accessed or obtained by faculty members and employees in the course of their employment shall be used solely for legitimate business purposes and in accordance with their job responsibilities.

**B) Prohibition of Misuse**

Faculty members and employees shall not misuse any information or data obtained during the course of their employment for personal gain or benefit, including but not limited to:

- Using confidential information to gain an unfair advantage in personal endeavors or business dealings.
- Disclosing confidential information to unauthorized individuals or third parties for personal gain.

- Utilizing privileged information to engage in insider trading or other illegal activities.
- Exploiting intellectual property, trade secrets, or proprietary information for personal benefit without proper authorization.

### **C) Reporting Violations**

Faculty members or employees who become aware of any actual or suspected misuse of information must report it immediately to their Head of Department (HOD), direct manager, senior management, or the HR department.

### **D) Consequences of Non-Compliance**

Violations of this policy will result in disciplinary action, up to and including termination of employment. Additionally, individuals found to have misused information may be subject to legal action and civil penalties.

### **Employee Personal Data Processing**

All personal data processed by CUA shall at all times be processed in accordance with UAE Federal Decree Law No. 45 of 2021 as amended and any other relevant laws as may be in effect from time to time, and in accordance with the University's privacy notice.

#### **Processing of Employee Personal Data**

A. CUA may process the personal data of faculty members and employees for submission of reports as required by the University. By entering into employment with the University, the faculty member or employee provides explicit consent to utilize their personal data for such processing.

B. In cases where the University relies on an employee's consent to process their personal data, the faculty member or employee reserves the right to withdraw consent at any time. Upon withdrawal, the University will cease processing their particular data for the specified purpose. However, if the inability to process the employee's individual data for a particular purpose leads to the University's failure to fulfill its contractual obligations or comply with applicable laws, the employment contract may terminate immediately.

### **Monitoring and Surveillance**

A. In order to ensure regulatory compliance and to protect the interests of its faculty members, employees, students, and business, the University retains the right to employ surveillance equipment. This equipment may be used to monitor, intercept, review, and access various communication channels and IT facilities provided by the University, including telephone logs, internet usage, voicemail, email, and other IT equipment utilized by faculty members and employees during their employment.

B. This monitoring extends to instances where faculty members and employees utilize personal devices to access the University's IT network.

C. While the University commits to using this right of access reasonably, faculty members and employees must acknowledge that communications and activities conducted on University equipment or premises cannot be assumed to be private.

**Document History**

*Approved: Board of Trustees, June 2024*

## 6. Students

**Policy Title:**

**6.a Undergraduate Admissions Policies**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOAPO-08

**Responsible:** Vice-Chancellor; Director of Enrollment

---

### General Admission Requirements

The City University 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. City University 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 City University and will not be returned. If it is determined that any documents presented by the applicant are fraudulent, City University reserves the right to expel the student without refund of any fees paid.

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

- Each applicant must complete a City University application form available at the Admission Office or the Online admission form. This form must be submitted by the deadline dates announced by City University and must be accompanied by a non-refundable admission fee.
- 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 University.
- 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.
- Letter of equivalency from the Ministry of Education in UAE for non-ministry curriculums must be provided.
- One copy of a valid official passport.
- One copy of a valid Government-issued identity card.
- Copy of a valid UAE residence visa.
- Copy of family book for UAE nationals.



- Four recent passport-sized photographs.
- Certificate of a Standardized Test of Eligibility in English (EmSAT, or TOEFL, or IELTS Academic) or equivalent as approved by the Ministry of Education-Higher Education Affairs. (Certificates of TOEFL or IELTS are valid for only two years, and EMSAT is valid for 18 months) If required.
- An Emirates Standardized Test (EmSAT) for Mathematics for students with a high school score of less than 80% in mathematics for all BBA programs and Law program
- An Emirates Standardized Test (EmSAT) for 2 science courses (Chemistry, Biology or Physics) for students with a high school score of less than 80% in two of the three science courses (Physics, Chemistry, Biology), and the Mathematics (only for Dentistry program).
- Additional requirements as specified under each program section.
- A non-refundable Admission fee.

### Documents Authentication

The City University Admission Officers are responsible to undertake the process of document authentication before confirming the admission of a candidate in any program. An online verification platform accessible through the Ministry of Education website is to be utilized by Admission Officers to verify the High School Certificates and EmSAT result of students. Further, the English proficiency results can be verified online through the Test Provider website.

### Programs Admission Requirements:

#### Bachelor of Dental Surgery (BDS)

##### Admissions Criteria for Bachelor of Dental Surgery:

|                            |                                                                                                                                                                                                                                        |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| High School average/stream | A minimum High School Average of 85% for Advanced, and 80% for Elite Track, or equivalent in Standardized International curriculums.                                                                                                   |
| English Proficiency        | <p>One of the following scores:</p> <ul style="list-style-type: none"> <li>○ EmSAT score of 1100 for the English Language</li> <li>○ IELTS Academic 5.0</li> <li>○ Paper Based TOEFL 500</li> <li>○ Internet Based TOEFL 61</li> </ul> |

|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Science Proficiency<br/>(Chemistry, Biology, Physics)</p> | <p>Students with a high school score of less than 80% in two of the three science courses (Physics, Chemistry, Biology), and the Mathematics must pass one of the following:</p> <ol style="list-style-type: none"> <li>1) Pass a University Administered test with a score of 80% in that two science subject, and mathematics (Or)</li> <li>2) Submit an EMSAT score of 900 in any two science subjects, and 800 in Mathematics.</li> <li>3) SAT in Mathematics with a score of 555</li> </ol> |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### **Conditional Admission Requirements:**

Students meeting the high school score but not achieving the minimum English Proficiency scores will be conditionally admitted to the program. While under conditional admitted status, each student must study in the Intensive English Program (IEP) and may only register in one or two of the General Education courses - 1. Computer Fundamentals, 2. Islamic Studies. The student will be allowed two semesters to achieve the required English Proficiency scores in order to continue in the program.

### **Additional Requirements**

1. Passing a personal interview set by the BDS program.
2. A valid certificate of cardiopulmonary resuscitation course (CPR), to be renewed every 2 years.
3. A Health Fitness Certificate.

### **Bachelor of Business Administration**

#### **Admissions Criteria for the Bachelor of Business Administration Program:**

- o Finance and Accounting
- o Marketing
- o Hospitality and Tourism Management
- o Management Information Systems
- o Human Resource management

### **Admission Requirements:**

|                            |                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| High School average/stream | A minimum High School Average of 60% for Advanced, Elite Track, General Track, or equivalent in Standardized International curriculums                                                                                                                                                                                                                       |
| English Proficiency        | <p>One of the following scores:</p> <ul style="list-style-type: none"> <li>○ EmSAT score of 1100 for the English Language <ul style="list-style-type: none"> <li>○ IELTS Academic 5.0</li> <li>○ Paper Based TOEFL 500</li> <li>○ Internet Based TOEFL 61</li> </ul> </li> </ul>                                                                             |
| Mathematics Proficiency    | <p>Students with a high school score of less than 80% in the Mathematics must pass one of the following:</p> <ol style="list-style-type: none"> <li>1) Pass a University Administered test with a score of 80% in in Mathematics (Or)</li> <li>2) Submit an EMSAT score of 600 in Mathematics.</li> <li>3) SAT in Mathematics with a score of 485</li> </ol> |

### **Conditional Admission Requirements:**

All applicants who passed the High School with an average score between 50% and 60% can be granted conditional admission to the program and they must simultaneously enroll in three non-credit remedial courses - a. Arabic Language, b. Mathematics, c. English Language. During conditional admission tenure, the student must submit EmSAT scores of 1100 in the EmSAT test in English, 800 in the EmSAT test in Arabic (or pass the Arabic Language course with a grade B), and 500 in EmSAT test Mathematics (or pass the Mathematics course with a grade B). The student in the remedial conditional track will be allowed two semesters to successfully complete all of these courses with a passing score in order to continue in the program.

Students meeting the high school score of 60% but not achieving the minimum English Proficiency scores will be conditionally admitted to the program. While under conditional admitted status, each student must study in the Intensive English Program (IEP) and may only register in one or more of the Four General Education courses - 1. Computer Fundamentals, 2. University Mathematics, 3. Islamic Studies, 4. UAE Studies. The student will be allowed two semesters to achieve the required English Proficiency scores in order to continue in the program.

### **Additional Requirement:**

1. Passing a personal interview set by the Business Administration program.

### **Bachelor of Human Resource Management (Arabic and English)**

#### **Admissions Criteria for the Bachelor of Human Resource Program:**

|                            |                                                                                                                                                                                                                                                                                                        |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| High School average/stream | A minimum High School Average of 60% for Advanced, Elite Track, General Track, or equivalent in Standardized International curriculums                                                                                                                                                                 |
| Mathematics Proficiency    | Students with a high school score of less than 80% in the Mathematics must pass one of the following:<br><br>1) Pass a University Administered test with a score of 80% in in Mathematics (Or)<br><br>2) Submit an EMSAT score of 600 in Mathematics.<br><br>3) SAT in Mathematics with a score of 485 |

#### **Conditional Admission Requirements:**

All applicants who passed the High School with an average score between 50% and 60% can be granted conditional admission to the program and they must simultaneously enroll in three non-credit remedial foundational courses - a. Arabic Language, b. Mathematics, c. English Language. During conditional admission tenure, the student must submit EmSAT scores of 950 in the EmSAT test in English (or pass the English Language course with a grade B), 1000 in the EmSAT test in Arabic (or pass the Arabic Language course with a grade B), and 600 in EmSAT test Mathematics (or pass the Mathematics course with a grade B). The student in the remedial conditional track will be allowed two semesters to successfully complete all of these courses with a passing score in order to continue in the program.

#### **Additional Requirement:**

1. Passing a personal interview set by the Business Administration program.

### **Bachelor of Public Relations and Advertising (Arabic and English)**

#### **Admissions Criteria for the Bachelor of Public Relations and Advertising:**

|                            |                                                                                                                                        |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| High School average/stream | A minimum High School Average of 60% for Advanced, Elite Track, General Track, or equivalent in Standardized International curriculums |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|

#### **Conditional Admission Requirements:**

All applicants who passed the High School with an average score between 50% and 60% can be granted conditional admission to the program and they must simultaneously enroll in three non-credit remedial courses - a. Arabic Language, b. Mathematics, c. English Language. During conditional admission tenure, the student must submit EmSAT scores of 950 in the EmSAT test in English (or pass the English Language course with a grade B), 1000 in the EmSAT test in Arabic (or pass the Arabic Language course with a grade B), and 500 in EmSAT test Mathematics (or pass the Mathematics course with a grade B). The student in the remedial track will be allowed two semesters to successfully complete all of these courses with a passing score in order to continue in the program.

**Additional Requirement:**

1. Passing a personal interview set by the Public Relations and Advertising program.

**Bachelor of Law**

**Admissions Criteria for the Bachelor of Law Program:**

|                            |                                                                                                                                                                                                                                                                                                        |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| High School average/stream | A minimum High School Average of 70% for Elite Track, 75% for Advanced Track, and 80% for General Track, or equivalent in Standardized International curriculums                                                                                                                                       |
| Mathematics Proficiency    | Students with a high school score of less than 80% in the Mathematics must pass one of the following:<br><br>1) Pass a University Administered test with a score of 80% in in Mathematics (Or)<br><br>2) Submit an EMSAT score of 600 in Mathematics.<br><br>3) SAT in Mathematics with a score of 485 |

**Additional Requirement:**

1. Passing a personal interview set by the Law program.

**Bachelor of Sociology and Psychology**

**Admission Requirements:**

|                            |                                                                                                                                        |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| High School average/stream | A minimum High School Average of 60% for Advanced, Elite Track, General Track, or equivalent in Standardized International curriculums |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|

### **Conditional Admission Requirements:**

All applicants who passed the High School with an average score between 50% and 60% can be granted conditional admission to the program and they must simultaneously enroll in three non-credit remedial courses - a. Arabic Language, b. Mathematics, c. English Language. During conditional admission tenure, the student must submit EmSAT scores of 950 in the EmSAT test in English (or pass the English Language course with a grade B), 1000 in the EmSAT test in Arabic (or pass the Arabic Language course with a grade B), and 500 in EmSAT test Mathematics (or pass the Mathematics course with a grade B). The student in the remedial track will be allowed two semesters to successfully complete all of these courses with a passing score in order to continue in the program.

#### **English Language Requirement**

1. The applicant must demonstrate an acceptable competency level in English equivalent to an EmSAT score of 1100, or TOEFL score of 500 (paper-based), or 173 (computer-based), or (61 internet-based), or its equivalent on a standardized English language test, such as Band 5.0 for IELTS Academic or another standardized, internationally-recognized test that is approved by the Ministry of Education-Higher Education Affairs (see table 1). 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 EMSAT (1100 score), or TOEFL (500 score), or IELTS Academic (5.0 score) in English, must study in the Intensive English Program (IEP).
3. Students may only register in four General Education Program courses while enrolled in the IEP. The General Education courses are Computer Fundamentals, University Mathematics, Islamic Studies, and UAE Studies. They can complete the course and try to get a passing EmSAT score. If they don't, they repeat until they pass; however, when a student achieves a passing EmSAT score, they may exit the program at once (see table 2).

Table 1 shows the MoE approved Tests and Equivalent Scores for English Language Proficiency.

| EMSAT     | TOEFL        | IELTS Academic |
|-----------|--------------|----------------|
| 950-1075  | 450 (51 iBT) | 4.5            |
| 1100-1225 | 500 (61 iBT) | 5.0            |

|           |             |     |
|-----------|-------------|-----|
| 1400-1525 | 550(79 iBT) | 6.0 |
|-----------|-------------|-----|

Table 2 below shows the way students in the IEP can progress through courses, along with the five General Education (GED) courses they are permitted to take:

Table 2: Progression in IEP

| IEP Level | Pre-University English Courses |                      | Academic Program Courses |                      | Total Hours per Week |
|-----------|--------------------------------|----------------------|--------------------------|----------------------|----------------------|
|           | Study Hours                    | Study Hours per Week | Courses Permitted        | Study Hours per Week |                      |
| IEP 101   | 135                            | 9 Hours * 15 Weeks   | 2 GenEd                  | 6 for 15 weeks       | 15                   |
| IEP 102   | 135                            | 9 Hours * 15 Weeks   | 2 GenEd                  | 6 for 15 weeks       | 15                   |

### **Seat Reservation Policy:**

Seat Reservation Applications will be evaluated by the Admission team and processed after approval by the Director of Enrollment.

Following conditions applied:

1. Application will be approved only after payment of the non-refundable admission fee of AED 1500.
2. Students admitted to Dentistry program are required to pay a seat reservation deposit of AED 20,000.
3. Seat reservation deposit is non-refundable and non-transferable and must be paid before the deadline stated in the letter of admission.
4. Seat reservation deposit is deductible from the student's fee once the applicant joins City University Ajman.
5. If the student asks to defer admission to the following semester and the request is approved, the deposit will be applied to the following semester.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, June 2020*

*Revised and Approved: Board of Trustees, Mar 2021*

*Revised and Approved: Board of Trustees, Nov 2021*

*Revised and Approved: Board of Trustees, Mar 2022*

*Revised and Approved: Board of Trustees, Dec 2022*

*Revised and Approved: Board of Trustees, Oct 2023*



**Policy Title:****6.b Graduate Admissions Policies****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Reference:** ST06APOBPO-06**Responsible:** Vice-Chancellor; Director of Enrollment

---

**General Admission Requirements**

The City University Ajman admission policy is based on a student's academic achievements in Bachelor degree or its equivalent, regardless of gender, race, color, religion, age, handicap, or national origin. City University Ajman 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 City University Ajman and will not be returned. If it is determined that any documents presented by the applicant are fraudulent, City University Ajman reserves the right to expel the student without refund of any fees paid.

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

- Each applicant must complete a City University Ajman application form available at the Admission Office or the Online admission form. This form must be submitted by the deadline dates announced by City University Ajman and must be accompanied by a non-refundable admission fee.
- 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 University.
- An official copy of a four-year bachelor degree and transcript (or its equivalent) recognized by the Ministry of Education-Higher Education Affairs in one of the fields offered by City University Ajman properly authenticated in accordance with the regulations and procedures specified by the Ministry of Education in the UAE.
- Letter of equivalency from the Ministry of Education in UAE for degrees obtained from other countries must be provided.
- One copy of a current official passport.
- Copy of a valid UAE residence visa.
- Government-issued identity card.
- Copy of family book for UAE nationals.
- Four recent passport-sized photographs.

- Certificate of a Standardized Test of Eligibility in English (EmSAT, or TOEFL, or IELTS Academic) or equivalent as approved by the Ministry of Education-Higher Education Affairs. (Certificates of TOEFL or IELTS Academic are valid for only two years, and EMSAT is valid for 18 months).
- An Emirates Standardized Test (EmSAT) for Arabic Language (for programs taught in Arabic).
- Additional requirements as specified under each program section.
- A non-refundable Admission fee.

### **Documents Authentication**

The City University Ajman Admission Officers are responsible to undertake the process of document authentication before confirming the admission of a candidate in any program. An online verification platform accessible through the Ministry of Education website is to be utilized by Admission Officers to verify the Degrees, Transcripts and EmSAT results of students. Further, the English proficiency results can be verified online through the Test Provider website.

### **Graduate Programs Admission Requirements**

Admissions Criteria for Graduate Programs:

1. The applicant must have a recognized Bachelor's degree earned in a discipline appropriate for the prospective graduate degree, with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale or its established equivalent, from an accredited institution by the Ministry of Education-Higher Education Affairs in the UAE (or its equivalent).
2. A degree earned outside of the UAE that is equivalent to the bachelor degree in the program applied for must be approved by the Ministry of Education-Higher Education Affairs before it can be accepted at City University Ajman.
3. A bachelor's degree awarded in a different discipline can be accepted for MBA program only, but the applicants are required to complete the Preparatory Program at City University Ajman (Pre-MBA).
4. For programs taught in English, a minimum score of 1400 on the English language portion of the EmSAT examination, or its equivalent on other national or internationally-recognized tests that are approved by the CAA, such as TOEFL score of 550 (213 CBT, 79 iBT), or 6.0 IELTS academic.
5. For programs taught in Arabic:
  - a. a minimum score of 950 on the English language portion of the EmSAT examination, or its equivalent on other national or internationally-recognized tests that are approved by the CAA, such as TOEFL score of 450 (133 CBT, 45 iBT), or 4.5 IELTS academic.
  - b. a minimum score of 1250 for the Arabic language portion of EmSAT examination.
6. Students who have completed undergraduate education in an English-medium institution might be allowed admission into an MBA program without demonstrating

TOEFL score of 550 (or equivalent). This exemption can be applicable only to those students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference English speaking country (e.g. UK, USA, Australia, New Zealand).

### **Conditional Admission for MBA Program**

#### **First Category:**

1. Students with a recognized Bachelor's degree and an EmSAT English score of 1250 or its equivalent on another standardized test approved by the CAA, such as TOEFL score of 530 (197 CBT, 71 iBT), or 5.5 IELTS academic.
2. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
  - a. must achieve an EmSAT English score of 1400 or equivalent, by the end of the student's first semester of study;
  - b. may take a maximum of six credit hours from the MBA program in the first semester of study (two terms), not including intensive English courses.
  - c. must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six credit hours of credit-bearing courses studied for the graduate program.

#### **Second Category:**

1. A recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 2.5 on a 4.0 scale or its established equivalent.
2. Such a student must take a maximum of nine credit hours of courses studied for the MBA program during the period of conditional admission and must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in these nine credits of courses studied for the MBA program or be subject to dismissal.

#### **Third Category:**

1. A recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 2.0 on a 4.0 scale or its established equivalent.
2. Such a student must take a maximum of nine graduate-level credit hours as remedial preparation for the graduate program.
3. These remedial courses are not for credit within the MBA program.
4. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in these nine credits of remedial courses in order to progress to the MBA program or be subject to dismissal.

### **Conditional Admission for Master in Law and Professional Postgraduate Diploma in Teaching**

#### **First Category:**

1. A recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 2.5 on a 4.0 scale or its established equivalent.
2. Such a student must take a maximum of nine credit hours of courses studied for the graduate program during the period of conditional admission and must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in these nine credits of courses studied for the graduate program or be subject to dismissal.

**Second Category:**

1. A recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 2.0 on a 4.0 scale or its established equivalent.
2. Such a student must take a maximum of nine graduate-level credit hours as remedial preparation for the graduate program.
3. These remedial courses are not for credit within the graduate program.
4. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in these nine credits of remedial courses in order to progress to the graduate program or be subject to dismissal.

**Transfer Students**

1. Students applying for transfer credits, have to provide an official Transcript stating they have attended at least one semester as a full-time student at another accredited University, University, or equivalent educational institution and possess a cumulative grade point average (CGPA) of 3.0 or above.
2. Transfer students to all programs must submit Certificate of a Standardized Test of Eligibility in English (EmSAT, or TOEFL, or IELTS Academic) or equivalent as approved by the Ministry of Education-Higher Education Affairs. The score as mentioned in the program admission requirements.
3. Transfer students to any program taught in Arabic must submit Certificate of a Standardized Test of Eligibility in Arabic (EMSAT-Arabic) as approved by the Ministry of Education-Higher Education Affairs. The score as mentioned in the program admission requirements.
4. Transfer students should not be admitted under specifications for conditional admission.
5. Coursework completed in the previous educational institution may be accepted in the appropriate program at City University Ajman by meeting the following provisions:
  - a. Applicant must submit an official transcript attested by the MoE-HEA showing all credits and grades earned, along with a detailed description of the courses to the Admission Office.
  - b. Only coursework with grade B and above, or its equivalent will be accepted.
  - c. Only coursework relevant to the study plan of the desired major will be considered.

- d. Coursework should bear at least three credit hours; however, two or more can be combined to equal one three credit hour course.
  - e. The coursework content must be equal to approximately 75-80% of the City University Ajman course content.
  - f. Only 25% of total credits shall be considered as transfer credits.
  - g. If the student studied the same course in two different educational institutions, only one of them will be considered.
  - h. The coursework was not a part of the Preparatory Program.
6. The Committee of Student Transfer shall review the student's request of transfer credits and submit its recommendations to the Vice Chancellor for approval.

*Notes:*

- *Grades of the transfer courses earned at the host institution are not used in calculating the student's CGPA.*
- *Student must provide a letter of medium of instruction for any transferred course taught in English.*
- *Students should not have been dismissed from their previous institutions for disciplinary reasons.*
- *Transfer credit hours will only appear on the City University Ajman transcript when the Registrar receives the official and attested transcript of the student's previous institution.*

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, June 2020*

*Revised and Approved: Board of Trustees, Mar 2021*

*Revised and Approved: Board of Trustees, Nov 2021*

*Revised and Approved: Board of Trustees, Mar 2022*

**Policy Title:**

**6.c Transfer Admissions.**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOCPO-03

**Responsible:** Vice-Chancellor; Director of Enrollment

---

**Admission as a Transfer Student**

**Transfer Student Admission (Undergraduate)**

1. Students applying as post-freshman admission, have to provide an official Transcript stating they have attended at least one semester as a full-time student at another accredited University, University, or equivalent educational institution and possess a cumulative grade point average (CGPA) of 2.00 or above.
2. A student with a CGPA of less than 2.00 can be admitted only to a program in a field different than his/her current field in the previous educational institution.
3. Transfer students from UAE-accredited colleges and universities shall be exempted from the admission criteria because they were already admitted in other colleges/ universities in the UAE and fulfilled admission criteria at the time of initial enrollment. In addition, they will not be required to repeat the EMSAT or TOEFL or IELTS if these scores were submitted at the time of the initial admission.
4. Coursework completed in the previous educational institution may be accepted in the appropriate program at City University Ajman by meeting the following provisions:
  - a. Applicant must submit an official transcript attested by the MoE-HEA showing all credits and grades earned, along with a detailed description of the courses to the Admission Office.
  - b. Only coursework with grade C and above or its equivalent will be accepted.
  - c. Only coursework relevant to the study plan of the desired major will be considered.
  - d. Coursework should bear at least three credit hours; however, two or more can be combined to equal one three credit hour course.
  - e. The coursework content must be equal to approximately 75-80% of the City University Ajman course content.
  - f. Only 50% of total credits shall be considered as transfer credits.

- g. If the student studied the same course in two different educational institutions, only one of them will be considered.
  - h. The coursework was not a part of Foundation and/or Intensive English Programs.
5. The Committee of Student Transfer shall review the student's request of transfer credits and submit its recommendations to the Vice Chancellor for approval.

Notes:

- *Grades of the transfer courses earned at the host institution are not used in calculating the student's CGPA.*
- *Student must provide a letter of medium of instruction for any transferred course taught in English.*
- *Students shouldn't been dismissed from their previous institutions for disciplinary reasons.*
- *Transfer credit hours will only appear on the City University Ajman transcript when the Registrar receives the official and attested transcript of the student's previous institution.*

### **Transfer Student Admission (Graduate)**

1. Students applying as post-freshman admission, have to provide an official Transcript stating they have attended at least one semester as a full-time student at another accredited University, University, or equivalent educational institution and possess a cumulative grade point average (CGPA) of 3.00 or above.
2. Transferred students to all programs must submit Certificate of a Standardized Test of Eligibility in English (EMSAT, TOEFL, IELTS) or the equivalent as approved by the Ministry of Education-Higher Education Affairs (check the English Language Requirement Section).
3. Transferred students to all programs taught in Arabic must also submit Certificate of a Standardized Test of Eligibility in Arabic (EMSAT-Arabic) as approved by the Ministry of Education-Higher Education Affairs, in addition to the English proficiency test (check the Arabic Language Requirement Section).
4. Transferred students should not be admitted under specifications for conditional admission.
5. Coursework completed in the previous educational institution may be accepted in the appropriate program at City University Ajman by meeting the following provisions:
  - a. Applicant must submit an official transcript attested by the MoE-HEA showing all credits and grades earned, along with a detailed description of the courses to the Admission Office.

- b. Only coursework with grade B and above, or its equivalent will be accepted.
- c. Only coursework relevant to the study plan of the desired major will be considered.
- d. Coursework should bear at least three credit hours; however, two or more can be combined to equal one three credit hour course.
- e. The coursework content must be equal to approximately 75-80% of the City University Ajman course content.
- f. Only 25% of total credits shall be considered as transfer credits.
- g. If the student studied the same course in two different educational institutions, only one of them will be considered.
- h. The coursework was not a part of the Preparatory Program.
- 6. The Committee of Student Transfer shall review the student's request of transfer credits and submit its recommendations to the Vice Chancellor for approval.

*Notes:*

- *Grades of the transfer courses earned at the host institution are not used in calculating the student's CGPA.*
- *Student must provide a letter of medium of instruction for any transferred course taught in English.*
- *Students shouldn't been dismissed from their previous institutions for disciplinary reasons.*
- *Transfer credit hours will only appear on the City University Ajman transcript when the Registrar receives the official and attested transcript of the student's previous institution.*

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Nov 2020*



**Policy Title:**

**6.d Advanced Standing**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APODPO-02

**Responsible:** Vice-Chancellor

---

City University Ajman 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.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

## **6.e Recognition of Prior Learning**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOEPO-4

**Responsible:** Vice-Chancellor

---

### **Scope**

This policy applies to prospective City University Ajman undergraduate and graduate students.

### **Purpose**

To follow effective and fair procedures for granting credits to prospective undergraduate and graduate students, based on their formal, informal, or non-formal prior learning.

### **Definition**

As defined by the UAE National Qualification Center (NQC), Recognition of Prior Learning (RPL) involves the assessment of previously unrecognized skills and knowledge achieved in ***formal, informal, or non-formal learning***.

### **Policy**

1. City University Ajman shall study recognition of prior learning experience of applicants who have acquired significant work and life-long learning, which may be equivalent to some University courses. ***This includes the transfer of courses taken in an accredited program (formal learning) in addition to non-formal and informal learning.***
2. For appropriate recognition, the learning should be relevant to the course and of sufficient breadth and depth to ensure university-level learning.
3. For obtaining credit for the prior learning experience, the applicant's knowledge, skills, and competencies shall be weighed against course descriptions and their learning outcomes.
4. The evidence must show that the student has the knowledge, skill, or competency for which recognition and credit are sought.
5. The evidence must demonstrate that the student has achieved all of the learning

outcomes of the course/module/unit for which credit is sought. Partial recognition is not acceptable.

6. For each unit, course, or competency subject to RPL assessment procedures, the qualifications and experience required of the individual or individuals performing the assessments shall be provided.
7. The RPL process must be transparent, provide students with time and support to assemble sufficient evidence and complete an application, and be consistently applied for all students and across all programs, disciplines, units, courses, and competencies
8. City University's Vice-Chancellor shall formulate a separate policy defining the credit hours which can be gained through RPL.
9. In all cases, credits granted through RPL must not exceed 50% of the total completion requirements for undergraduate programs, and 25% of the total completion requirements for graduate programs, including credit transfer of formal learning.
10. For every course that has been successfully recognized against prior learning experience, a grade of 'S' (Standing) shall appear on the transcript. For all such courses, the course classification will be coded as RPL.
11. RPL courses shall not be used in determining the Cumulative Grade Point Average (CGPA).
12. Approval of RPL credit must occur prior to the student's enrolment in the program for which the credit is granted.
13. City University Ajman shall adhere to all CAA requirements for admission to all programs as specified in the SPA. In no case may RPL policies and procedures substitute for admissions requirements.
14. Unsuccessful applicants have the right to appeal to the Office of Admission and Registration, which will transfer the applicant's appeal to the Vice-Chancellor.
15. The Vice-Chancellor shall forward the applicant's appeal to the Appeal Committee to make a decision.
16. The RPL policies, processes, and evaluations are subject to the institution's quality assurance procedures.
17. City University Ajman shall provide a detailed application guide for use by students seeking RPL

## **Procedures**

1. An applicant shall complete an RPL application form providing complete details of his/her prior learning experience and list the courses for which credit may be granted to the applicant.

2. The complete application form, along with all supporting documents and evidence as well as receipt of the RPL processing fee, shall be submitted to the Office of Admission and Registration.
3. When completing the RPL application, the applicant may request the assistance of the College Dean/Assistant Dean to provide information and advice on the subjects, courses, units, and qualifications for which RPL credit may be awarded.
4. The Director of Enrollment shall forward the application form along with all supportive documents to the College Dean who shall send it to the Vice Chancellor for evaluation and submission to the RPL Committee. This committee is composed of qualified assessors and it is appointed by the VC and is responsible for equitable and transparent assessment and validation of the applicants' portfolio.
5. The RPL Committee shall evaluate the RPL application and determine the assessment tools for assessing the prior learning of the applicant.
6. The portfolio of evidence may include documents such as qualification certificates, official transcripts of the previous study, official job descriptions or statements of duties and responsibilities, letters of reference from employers detailing a student's relevant skills and experience, or samples or statements of work performed, **but in all cases the student has to sit for and pass a challenge exam for each course he/she is asking to be waived.**
7. The RPL application may be also assessed through one or a combination of the following:
  - a. Direct observation of demonstrations of the skill or competence;
  - b. Reflective papers, journal articles, or similar documents that relate past learning to the learning or competency outcomes of the course or qualification in which the student is enrolling;
  - c. Reviews of courses/units/modules taken at another provider, to demonstrate achievement of learning outcomes or qualifications of the provider's programs, modules, courses, or units.
8. The RPL Committee can ask the applicant to submit other documents or evidence, as required.
9. When the applicant has been assessed, the RPL Committee shall complete an Assessment Evaluation form and submit it to the Vice-Chancellor. This form shall include:
  - a. List of units, courses, or competencies for which RPL may be awarded.
  - b. List of the learning outcomes for each unit, course, or qualification;
  - c. List the courses for which the applicant requested the credit, but no credit was granted by the RPL Committee.
10. The Vice Chancellor can ask the RPL Committee to explain its recommendations and reasons behind its decision.

11. The Vice Chancellor can also ask the RPL Committee to reconsider its recommendations and **provide justification for their final decision.**
12. The Vice-Chancellor, after approving the recommendations of the RPL Committee, shall provide the Assessment Evaluation form to the College Dean.
13. The College Dean shall submit the Assessment Evaluation form to the Director of Enrollment.
14. The student shall be informed accordingly by the Office of Enrollment.
15. If an applicant is not satisfied with the decision of the RPL Committee and the College Dean, he/she can file an appeal with the Office of Enrollment. The appeal must state the reasons for not accepting the decision of the RPL Committee. Any additional documentation may be used to support the appeal. The Appeal may be considered by an Appeal Committee whose decision is final.
16. The Appeals Committee is an ad hoc committee of qualified assessors appointed by the VC and is responsible for assessing the appeal submitted by the applicant.
17. The applicant may submit an appeal within a maximum of 5 working days of the RPL Committee decision and will receive feedback from the Appeal Committee within 7 working days.
18. Students who require additional information on the RPL process, committee decision, or appeal process, can contact the office of Enrollment through the email registrar@cu.ac.ae

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Mar 2022*

*Revised and Approved: Board of Trustees, June 2023*

**Policy Title:**

## **6.f Student Records Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOFPO-2

**Responsible:** Vice-Chancellor; Director of Enrollment

---

### **Student File**

1. Each Student Permanent Record maintained at City University Ajman includes (*RM-10-Student Information Checklist*):
  - Basic student identification information
  - Listing of all coursework accepted by City University Ajman for transfer
  - Current listing of City University Ajman 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 City University Ajman.
3. Back-up (scanned) copies of student records are maintained electronically through the network server system at the University 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 City University Ajman campus.
5. Students must notify the Registration Department on changes related to address, status, or contact numbers.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****6.fa Student Study Mode and Load Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOFAPO-03**Responsible:** Vice-Chancellor**Purpose**

The purpose of this policy is to define the student study mode and specify the study load at City University Ajman.

**Scope**

This policy applies to all students at City University Ajman.

**Policy Statement**

In accordance with the CAA Standards 2019 and best practices in higher education, City University defines the student study mode. It ensures students register for appropriate study load conforming to their approved study plan.

**Undergraduate Programs**

1. A student enrolled for 12 or more credit hours during a regular semester shall be considered a full-time student.
2. A student enrolled for less than 12 hours during a regular semester shall be considered a part-time student.
3. Credit hour load for a student during a regular semester shall not exceed 18 credit hours.
4. Credit hour load during the summer can be up to 6 in each summer session.
5. When students enroll in the graduation projects or capstone courses, the course load shall be up to 15 credit hours.
6. Students with a CGPA of 2.5 and above can register for up to 18 credit hours per semester.
7. Students on academic probation shall have a reduced course load in accordance with the Academic Progress Policy and will not be allowed to register for more than 12 credit hours.
8. 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.
9. All exceptions for the course load shall require approval from the CAA.

**Graduate Programs**

Master in Law

1. Full-time

- a. A student credit hour load is 9 CH per regular semester.
- 2. Part-time
  - a. A student credit hour load is less than 9 CH per regular semester.
- 3. Students can only register for 3 credit hours in each summer session.
- 4. In case of academic probation, the student study load is reduced in accordance with the Academic Probation Policy.
- 5. All exceptions for the course load shall require approval from the CAA

#### Professional Postgraduate Diploma in Teaching

- 1. Full-time
  - a. A student credit hour load is between 9 and 12 CH per regular semester.
- 2. Part-time
  - a. A student credit hour load is less than 9 CH per regular semester.
- 3. Students can only register for 3 credit hours in each summer session.
- 4. In case of academic probation, the student study load is reduced in accordance with the Academic Probation Policy.
- 5. All exceptions for the course load shall require approval from the CAA

#### Master in Business Administration

- 1. Full-time
  - a. A student credit hour load is 6 CH per term (2 months).
- 2. Part-time
  - a. A student credit hour load is 3 CH per term (2 months).
- 3. In the case of academic probation, the student study load is reduced in accordance with the Academic Probation Policy.
- 4. All exceptions for the course load shall require approval from the CAA

#### **Document History**

*Approved: Board of Trustees, Mar 2022*

*Revised: Board of Trustees, Dec 2022*

*Revised: Board of Trustees, Oct 2023*



**Policy Title:**

6.fb Transfer to a New Program or Specialization Policy

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Reference:** ST06APOFBPO-1**Responsible:** Vice-Chancellor**Purpose**

The purpose of this policy is to define how student can transfer to a new program or specialization within the University.

**Scope**

This policy applies to all students of City University Ajman.

**Policy Statement**

1. Students enrolled in City University Ajman may request to change their programs/specialization.
2. Transfer to the new program is subject to availability of seats and the requesting student (new or enrolled) meeting the admission requirements of the new program.
3. Students will be allowed to submit one change program/specialization request during their studies.
4. Any exception for the transfer to a new program within City University Ajman will require an approval from by the Vice-Chancellor

**Document History**

*Approved: Board of Trustees, Mar 2022*

**Policy Title:**

6.g. Information Release policy

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

ST06APOGPO-2

**Responsible:**

Vice-Chancellor; Director of Enrollment

---

**Policy Statement**

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 City University Ajman 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*.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

6.h Degree Audit

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Reference:**

ST06APOHPO-1

**Responsible:**

Vice-Chancellor; Director of Enrollment

---

**Policy Statement**

The degree audit is an academic advising document that maps a student's degree requirements against their academic transcript. The purpose of the audit is to provide information to assist in academic planning and appropriate course scheduling

Students who expect to graduate at the end of the semester should inform the Office of the Registrar of their intent to graduate by applying for graduation in the student information system.

The University is responsible for adding the Approved to Graduate status to the Graduation Tracker in the student information system for all students who meet graduation requirements. This will indicate to the Office of the Registrar that the student has met all requirements and is approved for degree conferral.

The University have the ability to monitor students who appear unable to meet the graduation requirements for that semester via queries in the student information system. It is the University's responsibility to address all the problems identified by the queries available in the student information system. To do so, the University must work in collaboration with the student's major department, regardless of the student's location or registration status. If, after review of the query results, it is determined that a student does not meet graduation requirements, the University should add the Graduation Denied review status to the Graduation Tracker in the student information system. The student's major department or University will notify the student.

**Policy Title:**

6.i Grade Approval and Change

**Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Number:**

ST06APOIPO-2

**Responsible:**

Vice-Chancellor

---

**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 below:

*Table 4: 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          |

**The Grade Point Average (GPA)**

The grade point average (GPA) reflects student achievement in one semester. The cumulative point average (CGPA) reflects student achievement in all semesters of coursework attempted. GPA and CGPA are evaluated as shown in Table below:

*Table 5: Grade Point Average*

| Grade Points   | Evaluation                    |
|----------------|-------------------------------|
| 4.00           | Excellent with Highest Honors |
| 3.80-3.90      | Excellent with Honors         |
| 3.50-3.79      | Excellent                     |
| 3.00-3.49      | Very Good                     |
| 2.50-2.99      | Good                          |
| 2.00-2.49      | Satisfactory                  |
| Less than 2.00 | Unsatisfactory                |

### The Cumulative Grade Point Average (CGPA)

The GPA is calculated by multiplying the grade of each course by the number of its credit hours and dividing the total by the number of total credit hours taken in the semester. The CGPA is calculated by multiplying the grade of each course by the number of its credit hours and dividing the total of all courses by the number of total credit hours taken for all semesters. By contrast, the GPA is the average of grade points for all courses in one semester, whether the course was passed or failed. As mentioned earlier, the CGPA is the average of grade points for all courses in all semesters. Both GPA and CGPA are rounded to the nearest decimal units. Calculate the GPA and CGPA using the following formula:

$$\text{GPA} = \frac{\text{Total credit hours per course} \times \text{Grades received per course}}{\text{Total credit hours per semester}}$$

$$\text{CGPA} = \frac{\text{Total credit hours per course} \times \text{Grades received per course}}{\text{Total credit hours taken during all semesters}}$$

*Table 6: Example GPA and CGPA Computation*

| Semester 1             |                   |       |              |
|------------------------|-------------------|-------|--------------|
| Course                 | Number of Credits | Grade | Grade Points |
| University Mathematics | 3                 | 4.00  | 12           |
| English 1              | 3                 | 4.00  | 12           |
| UAE Studies            | 3                 | 2.00  | 6            |
| Islamic Studies        | 3                 | 3.00  | 9            |
| Computer Fundamentals  | 3                 | 3.00  | 9            |

|                           |                   |       |              |
|---------------------------|-------------------|-------|--------------|
| Introduction to Sociology | 3                 | 2.00  | 6            |
| Total                     | 18                |       | 54           |
| Semester 2                |                   |       |              |
| Course                    | Number of Credits | Grade | Grade Points |
| Critical Thinking         | 3                 | 3.00  | 9            |
| Environmental Science     | 3                 | 4.00  | 12           |
| English II                | 3                 | 3.00  | 9            |
| Study Skills              | 3                 | 4.00  | 12           |
| Accounting 1              | 3                 | 3.00  | 9            |
| Total                     | 15                |       | 51           |

$$GPA_{(S1)} = \frac{(12) + (12) + (6) + (9) + (9) + (6)}{3 + 3 + 3 + 3 + 3 + 3} = \frac{54}{18} = 3.00$$

$$GPA_{(S2)} = \frac{(9) + (12) + (9) + (12) + (9)}{3 + 3 + 3 + 3 + 3} = \frac{51}{15} = 3.40$$

$$CGPA = \frac{54 + 51}{18 + 15} = \frac{105}{33} = 3.18$$

### 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 are entitled to objective evaluation of their academic work and to fair, equitable treatment in the course of their academic relationships with the faculty members. These criteria are observed by the members of the City University Ajman faculty as a part of their professional responsibilities. A student who believes that he/she has a legitimate concern regarding a final course grade must inform the professor responsible for the course in

writing and then discuss the matter with the professor. If a resolution cannot be reached, the student should contact the registration department in writing to file a formal grade appeal no later than 15 days after the grades announcement as per the academic calendar. If the matter cannot be resolved at the department level, a grade appeal review will be conducted by a University/department committee appointed by the Vice-chancellor. Based on the committee's formal recommendation, the VC may grant or deny the appeal and notify the student and the professor responsible for the course of the decision. If a change of grade is warranted, the VC (or appointed designee) will inform the Registrar of the grade change using an official grade change form.

### **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.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*



**Policy Title:**

6.j Career Services

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Reference:** ST06APOJPO-2**Responsible:** Vice-Chancellor/Head of Student Affairs

---

**Student Placement Office (SPO)**

The SPO at City University Ajman provides advice and information to students and alumni as a unit of the Student Affairs Department. Career Services strives to provide City University Ajman students and graduates with a clear purpose and solid decision-making required to be confident, selective, and competitive in managing careers and further academic pursuits.

SPO accomplishes its mission by supporting students in terms of internship, student development programs, and job search; faculty by acquiring MoU's with companies for job placements which are part of the curriculum; and the alumni through collaborating with employers and access to employer databases.

The SPO offers the best possible suggestions and advice with access to the most current employment information and career resources available. They also offer on-line interaction for clients who are off-campus.

The SPO provides the following support for students and alumni:

1. Career Selection Planning. The SPO through career guidance provides insights to students regarding different professions available for them at the time of graduation. This allows them to have clear direction on the career path they want to take.
2. Career Interest Assistance. The SPO can provide students with assistance in their career interest through arranged workshops, guest lectures and activities that will further their knowledge on specific careers they are interested in pursuing.
3. Career Assessment Tools. Exit, alumni and employer satisfaction surveys are conducted regularly which form the basis for decisions to improve the curriculum and/or services within the University to improve employability.

Additional support of the SPO are as follows:

1. Internship Opportunities
2. Job Search Techniques

3. CVs and Cover Letters
4. Employment Interviews
5. Alumni Directory
4. Links to Employer Databases
5. Links to Employment Agencies
6. Employment Workshops
7. Career Opportunities Overseas

The SPO also cooperates with employers in these opportunities:

1. Ask employers to post key contact information for student and alumni access.
2. Invite private companies and public agencies to participate in Career Services job fairs and workshops.
3. Schedule on-campus interviews for organizations who wish to hire City University Ajman students and alumni.
4. Encourage employers to list job openings and internship opportunities with the Career Services Office.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

6.k Residential Life (as applicable)

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

ST06APOKPO-2

**Responsible:**

Vice-Chancellor; Head of Student Affairs

---

**Policy Statement**

City University Ajman currently provides student housing off-campus with a third-party vendor. The Student Affairs Office manages this student housing program.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****6.I Student Finance Policy****Policy Type:**

- ☐ New  
☒ Revised  
☐ Discontinued

**Policy Number:**

ST06LPO-4

**Responsible:**

Vice-Chancellor/ Financial Controller

**Purpose:**

The Student Finance Policy is set to inform students, parents or sponsors about the financial rules and regulations implemented by City University Ajman and the financial responsibilities associated with admission to graduation processes, withdrawal or dismissal from the University.

**Scope:**

This policy applies to all students at City University Ajman.

***Tuition Fees:******A. Undergraduate Programs***

| <i>Program</i>                 | <i>Degree</i>   | <i>Major</i>                     | <i>Tuition Fee per credit hour in AED</i> |
|--------------------------------|-----------------|----------------------------------|-------------------------------------------|
| <i>Health Sciences</i>         | <i>Bachelor</i> | <i>Dental Surgery</i>            | <i>2200</i>                               |
| <i>Business Administration</i> | <i>Bachelor</i> | <i>Marketing</i>                 | <i>999</i>                                |
|                                | <i>Bachelor</i> | <i>Finance &amp; Accounting</i>  | <i>999</i>                                |
|                                | <i>Bachelor</i> | <i>Human Resource Management</i> | <i>999</i>                                |

|                                         |                 |                                           |             |
|-----------------------------------------|-----------------|-------------------------------------------|-------------|
|                                         | <i>Bachelor</i> | <i>Human Resource Management (Arabic)</i> | <i>1029</i> |
|                                         | <i>Bachelor</i> | <i>Management Information Systems</i>     | <i>999</i>  |
|                                         | <i>Bachelor</i> | <i>Hospitality and Tourism Management</i> | <i>908</i>  |
| <i>Law Program</i>                      | <i>Bachelor</i> | <i>Law</i>                                | <i>1029</i> |
| <i>Public Relations and Advertising</i> | <i>Bachelor</i> | <i>Public Relations</i>                   | <i>999</i>  |
|                                         | <i>Bachelor</i> | <i>Advertising</i>                        | <i>999</i>  |
| <i>Bachelor of Psychology</i>           | <i>Bachelor</i> | <i>Psychology</i>                         | <i>999</i>  |
| <i>Bachelor of Sociology</i>            | <i>Bachelor</i> | <i>Sociology</i>                          | <i>999</i>  |

#### *B. Graduate Programs*

| <i>Program</i>       | <i>Degree</i> | <i>Major</i>                  | <i>Tuition Fee per credit hour in AED</i> |
|----------------------|---------------|-------------------------------|-------------------------------------------|
| <i>Master of Law</i> | <i>Master</i> | <i>Public Law</i>             | <i>2420</i>                               |
|                      | <i>Master</i> | <i>Private Law</i>            | <i>2420</i>                               |
|                      |               | <i>Thesis<br/>(in Arabic)</i> | <i>25,410*</i>                            |

|                                                           |                |                                                                                                                                       |                                |
|-----------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Master of Business Administration                         | Master         | Total Quality Management                                                                                                              | 1815                           |
|                                                           | -              | Thesis                                                                                                                                | 16,940**                       |
| Professional Postgraduate Diploma in Teaching (in Arabic) | Higher Diploma | Islamic Studies<br>Arabic Language<br>English Language<br>Science<br>Mathematics<br>Social Studies<br>Computer Information Technology | 15,000<br>(Lump-sum amount)*** |

- Fees are subject to 5% Value Added Tax (VAT).
- Annual Tuition Fee excludes the registration and textbooks fees.
- AED represents United Arab Emirates Dirhams.
- City University Ajman may charge fees for additional services and facilities as required and may increase fees at any time without prior notice.

\* If the students need an extension to defend the thesis, they must pay AED 7,623 Excluding VAT for each extension (the extension period is 6 months).

\*\* MBA thesis cannot be extended. If the student fails the thesis, He/she must repeat it and pay the full fee again.

\*\*\* This scholarship is for a limited period

#### **Other Fees:**

##### **1. Undergraduate Programs**

| <i>Item</i>                                                           | <i>Amount in<br/>AED</i> | <i>Description</i>                                                                  |
|-----------------------------------------------------------------------|--------------------------|-------------------------------------------------------------------------------------|
| <i>Application and Admission Fee</i>                                  | <i>1500</i>              | <i>One-time fee submitted with the application (non-refundable)</i>                 |
| <i>Application and Admission Fee<br/>(for International Students)</i> | <i>1500</i>              | <i>One-time fee submitted with the application (non-refundable)</i>                 |
| <i>Orientation Fee</i>                                                | <i>1250</i>              | <i>One-time fee submitted with the application (non-refundable)</i>                 |
| <i>Registration Fee</i>                                               | <i>550</i>               | <i>Per semester (Fall and Spring)<br/>(non-refundable)</i>                          |
| <i>Registration Fee</i>                                               | <i>330</i>               | <i>Per session (Summer)<br/>(non-refundable)</i>                                    |
| <i>Students Activities Fee</i>                                        | <i>275</i>               | <i>Per semester (Fall and Spring)<br/>(non-refundable)</i>                          |
| <i>Students Activities Fee</i>                                        | <i>110</i>               | <i>Per session (Summer)<br/>(non-refundable)</i>                                    |
| <i>Transfer of Credits Fee</i>                                        | <i>330</i>               |                                                                                     |
| <i>Late Registration</i>                                              | <i>220</i>               | <i>One-time fee submitted with the request (non-refundable)<br/><br/>Per course</i> |
| <i>Intensive English Program</i>                                      | <i>-</i>                 | <i>The program consists of 2 levels</i>                                             |

|                                                                       |             |                                                                                                                                     |
|-----------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <i>Level 1</i>                                                        | <i>4840</i> | <i>Duration is one semester (135 Study Hours)</i>                                                                                   |
| <i>Level 2</i>                                                        | <i>4840</i> | <i>Duration is one semester (135 Study Hours)</i>                                                                                   |
| <i>Visa processing Fee</i>                                            | <i>2000</i> |                                                                                                                                     |
| <i>Visa Deposit</i>                                                   | <i>5000</i> | <i>Refundable at the time of visa cancelation and cross verify with the PRO team after completing one year of study at CUAjman.</i> |
| <i>Computer Lab Fees</i>                                              | <i>715</i>  | <i>Bachelor of Dental Surgery</i>                                                                                                   |
| <i>Laboratory and Clinic fees<br/>(per semester) 1st to 3rd Year</i>  | <i>4400</i> | <i>Bachelor of Dental Surgery</i>                                                                                                   |
| <i>Laboratory and Clinic fees<br/>(per semester) 4th and 5th Year</i> | <i>6600</i> | <i>Bachelor of Dental Surgery</i>                                                                                                   |
| <i>Productive lab Fee (per semester) 4th and 5th Year</i>             | <i>3300</i> | <i>Bachelor of Dental Surgery</i>                                                                                                   |
| <i>Training Fees (4th year) summer 1 &amp; 2</i>                      | <i>9000</i> | <i>Bachelor of Dental Surgery (including clinic fees)</i>                                                                           |
| <i>Training Fees (5th year) summer 1 &amp; 2</i>                      | <i>9000</i> | <i>Bachelor of Dental Surgery (including clinic fees)</i>                                                                           |
| <i>Malpractice Insurance fee</i>                                      | <i>1000</i> | <i>Bachelor of Dental Surgery (4th and 5th year students )</i>                                                                      |



|                                            |             |                              |
|--------------------------------------------|-------------|------------------------------|
| <i>Add/Drop Processing fee</i>             | <i>33</i>   | <i>For each request form</i> |
| <i>Re-Test Fee (Test 1 or Midterm)</i>     | <i>330</i>  |                              |
| <i>Incomplete Exam fee (Final Exam)</i>    | <i>1100</i> |                              |
| <i>Graduation Fee</i>                      | <i>1495</i> |                              |
| <i>Transcript Fee</i>                      | <i>83</i>   |                              |
| <i>ID Replacement Fee</i>                  | <i>55</i>   |                              |
| <i>Degree Replacement / Extra copy fee</i> | <i>550</i>  |                              |
| <i>Change Major Fee</i>                    | <i>550</i>  |                              |
| <i>Grade Appeal Fee</i>                    | <i>220</i>  | <i>Per Course</i>            |

## 2. Graduate Programs

| <i>Item</i>                             | <i>Amount in AED</i> | <i>Description</i>                                                  |
|-----------------------------------------|----------------------|---------------------------------------------------------------------|
| <i>Application and Admission Fee</i>    | <i>3000</i>          | <i>One-time fee submitted with the application (non-refundable)</i> |
| <i>Registration Fee (Master of Law)</i> | <i>550</i>           | <i>Per semester (Fall &amp; Spring) (non-refundable)</i>            |
| <i>Registration Fee (Master of Law)</i> | <i>330</i>           | <i>Per Session (Summer) (non-refundable)</i>                        |

|                                            |               |                                                                 |
|--------------------------------------------|---------------|-----------------------------------------------------------------|
| <i>Registration Fee (MBA)</i>              | <i>275</i>    | <i>Per Term (non-refundable)</i>                                |
| <i>Transfer of Credits Fee</i>             | <i>330</i>    | <i>One-time fee submitted with the request (non-refundable)</i> |
| <i>Late Registration</i>                   | <i>220</i>    | <i>Per course</i>                                               |
| <i>Visa processing Fee</i>                 | <i>2000</i>   | <i>-</i>                                                        |
| <i>Visa Deposit</i>                        | <i>5000</i>   | <i>Refundable at the time of visa cancelation and after</i>     |
| <i>Add/Drop Processing fee</i>             | <i>33</i>     |                                                                 |
| <i>Re-Test Fee (Test 1 or Midterm)</i>     | <i>550</i>    |                                                                 |
| <i>Incomplete Exam fee (Final Exam)</i>    | <i>1650</i>   |                                                                 |
| <i>Graduation Fee</i>                      | <i>1495</i>   |                                                                 |
| <i>Transcript Fee</i>                      | <i>83</i>     |                                                                 |
| <i>ID Replacement Fee</i>                  | <i>55</i>     |                                                                 |
| <i>Degree Replacement / Extra copy fee</i> | <i>550</i>    |                                                                 |
| <i>Grade Appeal Fee</i>                    | <i>220</i>    | <i>Per Course</i>                                               |
| <i>BDS Internship Program</i>              | <i>63,000</i> | <i>Bachelor of Dental Surgery (External Students)</i>           |

|                        |        |                                                |
|------------------------|--------|------------------------------------------------|
| BDS Internship Program | 55,000 | Bachelor of Dental Surgery (Internal Students) |
|------------------------|--------|------------------------------------------------|

### **Payment Schemes**

*Students must pay at least one-third of the semester fees in cash and submit two post-dated checks. The date of the second check should be payable before the beginning of the final exams, as shown on the academic calendar.*

### **Refund Policy**

- 1. The student shall apply for a refund by submitting the specified form (RM-09-Request for Refund Form)*
- 2. Application and Admission Fees are non-refundable.*
- 3. Students who withdraw before semester commencement will be refunded 100% of the paid tuition fees.*
- 4. Students who withdraw within the first week of semester commencement will forfeit 1/3 of the tuition fees. The University will return 2/3 of the tuition fees.*
- 5. The entire semester tuition fee is non-refundable for students who withdraw after the end of the first week of the semester. This includes the Post Dated Cheques (PDC's) also.*
- 6. No refund for Summer I and II neither before the semester start, nor during add & drop period.*
- 7. A student who is suspended or expelled from the University for disciplinary reasons forfeits all rights to any refunds.*

### **Scholarship and Financial Aids**

*Students can apply for Scholarships and Financial Aid using the RM-08 Scholarship/Financial Aid Application Form. City University Ajman offers the following discounts and scholarships for students:*

- 1. A partial scholarship for undergraduate programs of 20% and graduate programs of 15% on the tuition fees for brothers, sisters, or spouses studying at City University Ajman. (Both family members must register in the same semester/term to take advantage of this discount).*
- 2. The Individual Needs Scholarship is a reduction of the tuition fee. (This type of scholarship is awarded on a case-by-case basis. Students must present evidence of financial hardship to the Scholarship Committee for approval).*

3. *The Merit Scholarship only reduces the tuition fees for undergraduate programs. City University Ajman awards this scholarship to new students with a 90% and above secondary school score. Existing students who earn a CGPA of 3.60 and above in the previous semester also qualify for this award, which is available for one semester only. Approval is required to continue this scholarship in subsequent semesters. Students cannot combine two scholarships at a time.*
4. *For Individual Needs and Merit Scholarships to remain effective, students must maintain class attendance of not less than 80% and a CGPA of not less than 3.60 each semester.*
5. *The Director of Enrolment Office announces additional scholarships before the beginning of every semester.*
6. *Students are not eligible to combine two scholarships.*

*For more information on Scholarships and Financial Aid, visit the Office of the Registrar or email [registrar@cu.ac.ae](mailto:registrar@cu.ac.ae), or call +971-6-711-0000, or visit [www.cu.ac.ae](http://www.cu.ac.ae).*

#### *Document History*

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, Oct. 2023*

*Revised: Board of Trustees, June 2024*

**Policy Title:****6.m Student Discipline****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOMPO-2**Responsible:** Vice-Chancellor/ Head of Student Affairs /Disciplinary Committee

---

**Purpose**

This policy applies to all students enrolled at City University Ajman to ensure that they receive equal protection and that all practices and actions are applied equally and in a non-discriminatory manner.

**Student Conduct**

City University Ajman is composed of individuals interacting with others for the mutual benefit of all, thereby developing a culture with standards of conduct and distinguishable aims. The University is a system based on the concept of freedom of choice that creates the educational and cultural conditions for the full development of students and members of the community.

It is the right of students attending City University Ajman to retain their individualism, personal freedom, autonomy, and dignity, while respecting at the same time the rights of others. Students attending the University should be provided with the opportunity to learn, to develop to their fullest potential, and to grow as individuals. All students are individuals and display different abilities, skills, interests, appreciations, attitudes, beliefs, and values.

Students who enroll neither lose their personal freedom nor rights, nor do they escape the duties of a legal UAE resident or citizen while enjoying significant educational opportunities at City University Ajman. Students have a responsibility to themselves, to their fellow students, to the laws of the UAE, and to policies of the University in which they enroll by their own choice.

**Discrimination and Harassment**

On campus, City University Ajman provides its students with a secure environment for learning. The University stands for the provision of equal opportunities in education and employment and will not condone any behavior that is in any way discriminatory or that

constitutes harassment on the grounds of race, belief, color, national origin, religion, age, gender, or disability.

Harassment or bullying is a type of discrimination. It is defined as an act or verbal expression intended against a person's race, belief, color, national origin, religion, age, gender, or disability with the aim of interfering with the ability of that person to find employment or study, or with the aim of frightening or creating a threatening or harmful environment.

Any person engaging in discrimination or harassment is subject to disciplinary measures.

### **Misconduct**

The following are types of misconduct which, if committed, will result in appropriate disciplinary action:

1. Academic cheating or plagiarism of any kind.
2. Furnishing false information to the University or filing or making known false charges against the University or a member of its faculty or staff.
3. Destruction, damage, unauthorized possession, or misuse of University property, including Library and Laboratory materials and equipment, or of private property on the campus.
4. Forgery, alteration, unauthorized possession, or misuse of University documents, records, or identification cards.
5. Physical or verbal abuse of another person in the University community.
6. Any verbal threat, abuse, harassment or physical action against any City University Ajman employee or student is considered sufficient grounds for suspension from the University pending a disciplinary hearing.
7. Any act considered offensive or unauthorized by UAE law.
8. Use, distribution, or possession of alcoholic beverages, dangerous drugs, or controlled substances while on City University Ajman property or at any authorized activity sponsored by or for any City University Ajman-related organization, whether on- or off-campus, are prohibited by law and will be reported to the authorities.
9. Disorderly conduct that inhibits or interferes with the educational responsibility of the University community.
10. Disorderly conduct that disrupts the administrative or service functions of the University to include social or educational activities.
11. Malfeasance or misuse of an elected or appointed office in a student organization, endangering its members, or the welfare of the University community.
12. Incurable or persistently irresponsible behavior.
13. Gambling on-campus or on University property.
14. Possession of any weapon that can harm others.

15. Inappropriate behavior that disrupts lectures and misbehaving in libraries and other University facilities.
16. Committing any dishonorable deed, or any deed that breeches good conduct and behavior, or defames City University Ajman or its affiliates, whether it is committed within City University Ajman premises, outside, or in any activity or event in which City University Ajman is participating.
17. Establishing or participating in any group inside City University Ajman without obtaining a prior official permission whether from City University Ajman authorities or from the concerned official departments in the UAE.
18. Abusing City University Ajman premises, facilities, or property for purposes other than what they were designed for without obtaining prior permission from the concerned departments; or abusing given permissions.
19. Distributing pamphlets, issuing newspapers, putting advertisements, or collecting signatures or donations without obtaining official permission from the concerned department in City University Ajman; or abusing the given permissions.
20. Violating the UAE dress code inside City University Ajman premises.
21. Misbehaving during educational or administrative functions including City University Ajman social and educational activities.
22. Sharing personal problems that obstruct the education of other students.
23. Sexual harassment of any employee, student, or applicant; retaliation for a complaint of sexual harassment; or non-cooperation in an investigation on a sexual harassment complaint.

### **Disciplinary Sanctions**

Penalties on students may include:

1. Written warning.
2. Dismissal from a lecture.
3. Prevention from attending some classes (not more than 20% of the total number of lectures) of the course where disorder was caused.
4. Temporary denial of the services offered by one or more of the facilities where the violation occurred.
5. Temporary denial of one or more of the activities where the violation occurred.
6. Warning: first, second and final.
7. Fine of no less than twice the value of what the student has destroyed.
8. Cancellation of a student's registration in one or more courses and receiving an F in the courses where his or her exams were cancelled.
9. Temporary suspension for a semester or more.
10. Final suspension with the right to transfer to another University.

11. Final suspension with deprivation from benefiting from the student's academic record.
12. Cancellation of a degree if a forgery or falsification occurred in the its procedures.
13. In case the violation was recurrent, the more severe penalty is imposed.

Penalties documents are saved in the student's file in the Students Affairs Department. A copy of the decision is sent to the student's parent, guardian or sponsor if applicable.

The Registration Department keeps all penalties issued against a student in his or her file. These penalties are mentioned in a student's academic transcript and are clearly mentioned when providing the student with any document.

Penalties can be authorized as follows:

1. A faculty or an instructor has the right to impose the penalties stated in points number 1,2 and 3.
2. The Vice- Chancellor has the right to impose any of the penalties based on his or her discretion and following the necessary investigation.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*



**Policy Title:****6.n Student Attendance****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Reference:** ST06APONPO-2**Responsible:** Vice-Chancellor/ Director of Enrollment

---

**Attendance**

Students must attend each class meeting. Absence never exempts a student from the work required for satisfactory completion of courses. Excessive absences from any course will result in a:

- First Warning - for absence in ten (10%) percent of the total class hours
- Second Warning - for absence in twenty (20%) percent of the total class hours
- Final Warning - for absence in twenty-five (25%) percent of the total class hours (the student is subject to forced withdrawal from the course)

NOTE: Any exception to the policy shown above must be approved by the Vice-Chancellor.

**Rules for Attendance**

Students will be marked absent but allowed into the classroom if they are:

- a. More than ten (10) minutes late from the start of the class for the first-class period of the day.
- a. More than five (5) minutes late from the beginning of class for all other class periods.

A student who arrives after the start of a class but within the time limits shown above will be permitted to attend the class but marked as absent if such tardiness continues beyond three occasions.

Those students who remain absent on the pretext of attending rehearsals for University or intercollegiate programs, etc., will be marked absent unless they obtain written permission from the appropriate faculty member or student services counselor.

Under extraordinary circumstances where a student's attendance falls below (80%) but not less than (70%), they may be permitted to take part in final examinations with permission from the Vice-Chancellor. An administrative fee may be assessed in these cases.

Deans, Program Heads, and faculty members must comply with the above rules by managing daily attendance records and other checks or monitoring procedures.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**6.o Gender Segregation (as applicable)**

**Policy Type:**

- ☐ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

ST06APO0PO-1

**Responsible:**

Vice-Chancellor/ Head of Student Affairs

---

City University Ajman does not apply Gender Segregation

**Policy Title:****6.p Student Activities****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

STPXPO-02

**Responsible:**

Head of Student Affairs

---

**New Student Orientation**

Student orientation programs are designed to help freshman, transfer, and non-traditional students adjust to the academic and social life of the University.

The primary purpose of new student orientation is to help students understand the nature of the University, the educational opportunities available to them, the mission, vision, objectives, and core values of the University, and how City University Ajman operates as an institution of higher education.

It is also intended to permit students to participate in placement testing, participate in academic advising, and to inform them about matters relating to student registration, campus activities, and other aspects of University life in general.

**Student Social and Cultural Activities**

The Student Affairs Department organizes, implements, and supervises all social, cultural, and entertainment programs for City University Ajman students. Its main objective is to help students to develop their interests and abilities, and to practice their hobbies through a variety of programs and activities. The University places great emphasis on these extracurricular activities. It seeks to help students to develop their many talents and abilities plus make good use of their leisure time by forming student cultural and scientific societies.

The University also encourages students to meet each other in the friendly atmosphere of its surroundings. Almost every academic department has a student society or club, the purpose of which is to unite students and have them participate to accomplish a set of academic objectives that enrich student life. To this end, the academic departments organize lectures, present book and cultural exhibits, celebrate national occasions, and support intramural sports activities.

City University Ajman emphasizes that participating in organizations and clubs is an effective means of establishing interpersonal relationships, developing leadership skills, and generally enhancing the overall academic programs.

**Sports Activities**

The Student Affairs Department organizes, implements, and supervises athletic events at the

University, and develops collaboration with other institutions in Ajman and the surrounding area for various student competitions.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

## **6.q Student Council**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOQPO-2

**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

### **Student Council**

The primary purpose of the Student Council is to serve as a recognized forum for student opinion. The Student Council is elected annually by the student body.

The Student Council operates within the laws of the United Arab Emirates and follows the procedures established and adopted by City University Ajman.

The activities of the Student Council include, but are not limited to, the following:

1. Assisting City University Ajman in identifying the interests, programs, and goals of the student majority.
2. Communicating those interests, programs and goals of the student majority to City University Ajman.
3. Assisting City University Ajman in providing students with programs to meet the needs of its students.
4. The elections are conducted according to the Election Code of the Student Council.

### **Student Council Nomination and election:**

- Candidate should be a City University Ajman student.
- The duration for the elected Council is one academic year.
- Each candidate should present a plan
- The candidates can run their own campaign after receiving the campaign guidelines from the students Affairs.
- The students should nominate only 5 candidates.
- The elections will take place as in the announcement period mentioned.
- The elections are held electronically through the portal using student's ID number.
- The nominated council can vote on the president and vice president role.
- The candidate should take the council responsibilities as part of his/her priorities.

### **Student Council Officers consists of:**

1. Council President
2. Council Vice President

### 3. Council Secretary.

- Student Council member has the right to invite 5 students as members of the student's council and they will be called Active Member
- The Student Affairs Department will support by orienting and supervising the main guidelines of the Student Council responsibilities and activities.
- The Head of Students Affairs will play the role of an advisor.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

## **6.r Student Publications and Media**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APORPO-02

**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

### **Student Media Policy**

City University Ajman (CUA) uses digital media channels as valuable communication, engagement, and promotional tools.

To ensure the highest standards of use, City University Ajman Public Relations and Marketing department abides by a set of policies for digital media, which reflect the University's vision and values, and ensures effective communication and extended outreach for students, employees, partners, stakeholders and the community.

- All of City University Ajman's social media channels must adhere to UAE laws and regulations, and University policies.
- Only public information may be posted through the University's social media channels, business related or confidential information about City University Ajman should be avoided.
- Information posted on digital media platforms should be transparent, accurate, updated, and unbiased.
- Posts about issues that are of a sensitive nature, such as those which are political or religious in nature, or which can hurt a specific ethnic group, should be avoided.
- Posts which may be considered false, threatening or abusive should be avoided.
- All posts must respect Intellectual Property Rights and Copyright laws. All materials which are not rightfully owned by University should be avoided and proper references when using other's work after receiving their approval should be provided.
- While replying to comments and queries, accurate and updated information should be provided and verified by the concerned department.
- If the administrator intends to publish a student photo through social media channels, then a signed consent form is needed.

### **Student Podcast Policy**

The purpose of the Student Podcast Policy is to establish appropriate procedures and guidelines for delivering quality and meaningful podcasts to a worldwide audience via resources supported by City University Ajman. The guidelines and policies outlined in this document are valid for all podcasts that are produced as communication for/from City University Ajman –by its employees and students.



In addition to the 'Student Media Policies', student must also abide by the following when using Podcasts:

- City University Ajman's podcasting resources cannot be used in a manner that violates the law, for political campaigning, personal private gain, or activities that are not approved by the University.
- While creating your podcasts, please ensure that all necessary rights and permissions have been obtained for the material you plan to include in your podcast.
- If a podcast involves recording students, guest lecturers, community members, and so forth, the academic program or administrative unit will need to have their interviewee(s) sign a consent release form.
- If you plan to include pre-existing sound recording in you podcast, please ensure that you have the necessary permission to use the recording.

### **Guidelines and Limitations**

Primary administrative responsibilities for City University Ajman's digital media channels and Podcasts are assigned to the Public Relations and Marketing department. All content submissions must be sent to the Head of Public Relations and Marketing and approved before posting.

All posts must be checked for spelling, grammatical and factual accuracy before publishing.

City University Ajman reserves the right to decline or reject to post a podcast.

Material shared electronically must:

- Comply with UAE laws
- Comply with relevant University policy
- Comply with the guidelines set and maintained by the Public Relations and Marketing Department.

### **Enforcement**

A Digital Media or Podcast Administrator which is found to have violated this policy may be subject to disciplinary action, up to and including termination.

City University Ajman Management reserves the right to amend, edit or delete any post which violates the University guidelines or policies without prior notice.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****6.s Student Rights and Responsibilities Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOSPO-02**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**General Students Rights:**

1. The right to exercise their privileges as students inside City University Ajman.
2. The right to request and recommend improvements in the policies, regulations and procedures that affect the welfare of the students. This right is to be effectively used via the proper channels such as the Students Affairs Department as well as other City University Ajman departments.
3. The right to express their opinion and to object to any disciplinary measure taken against them as individuals or as part of a group.
4. The right to withhold their information in case of financial independence.

**Students responsibilities and obligations**

Student responsibilities include but are not limited to:

1. Adhere to all applicable City University Ajman bylaws and laws of the United Arab Emirates in order to maintain an organized and productive academic environment.
2. Follow the guidelines of the accepted code of conduct in line with City University Ajman educational aspirations.
3. Respect the rights and dignity of others, as well as City University Ajman properties and facilities.
4. Students must be fully acquainted with published rules, regulations, and policies of the University and to comply with them in the interest of maintaining an orderly and productive University community.
5. Students are required to follow the tenets of common decency and acceptable behavior commensurate with the aspirations implied by a University education. This includes the obligation to respect the rights and property of others.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****6.t Student Counseling Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOTPO-03**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**Purpose**

The purpose of counseling is to assist students in understanding and resolving their educational, vocational, and personal problems. The Student Affairs Department conducts basic counseling for students who face issues such as stress, anxiety, depression, addiction, anger, fear, concerns over studies and family issues.

**Policy Statement**

The Student Affairs Department provides confidential counseling services and advising to City University Ajman students through a qualified Counselor who holds a degree in Psychology. The goal is to help students reduce stress, maximize opportunities for academic and personal success, enhance personal development, and make important life changes.

When the situation arises, for any psychological health service, a referral to a hospital is made by the University Counselor or the University Nurse.

**Appointments**

- Students can make appointments with the University Counselor through email or phone number on counsellor@cuca.ae and telephone 06-7110000 extension 1108.
- During the first session, the student is to sign the Counseling Confidentiality and Consent Form.
- After the session the student is invited to do a survey of the Counseling service provided.
- Follow up and evaluation will be sent to the student after the counseling session
- All session notes are maintained by the Counselor
- It is the right of the student to continue or end the counseling sessions.

**Referral**

All administrators, faculty, and staff should refer students to the Student Affairs Department for counseling services when necessary. The Cause for Concern Referral form can be used in

such cases by academic and administration staff who feel a student would benefit from the Counseling service.

The Cause for Concern Referral form is available at the Counselor Office and can be requested by faculty and administrators and submitted either through email or in person. The Counselor will contact the referred student for an appointment to evaluate the situation.

### **Confidentiality**

City University Ajman upholds the student's right to privacy and will not divulge personal student information and details. As an institution in the U.A.E the University is bound by the laws of the country and certain university requirements. In such a case, any information released will be informed to the student.

Information, if shared, can be done anonymously where possible. Circumstances in which information from counseling sessions may be released are:

- a) Discussions with third parties for the Counselor to ensure the student is provided the best service possible. Any such discussions will be carried out respectfully and where possible anonymously.
- b) Prior consent by the student to the Counselor to discuss any issues discussed with University staff or other professionals to provide a joint care service. This consent will be issued through a form with all information included.
- c) In case the University is required by law to disclose information, this will be done in the cases related to terrorism or serious crime.
- d) If the Counselor believes that a student is at serious risk either to themselves or others, in which case action will be taken to minimize the risk without going back to the student.

### **Records**

- Security and confidentiality are vital to ensure the success of counseling services. Hence, access to information is restricted to the University Counselor and Head of Student Affairs. Student Affairs administrators have limited access to information for reporting purposes only.
- Confidentiality and record keeping will be explained to students at the start of the session. Filled consent forms will be received from students during the first session.
- Records are filed by the University Counselor and are kept separate from other records in the Student File. Back-up (scanned) copies related to counseling sessions are maintained electronically through the network server system at the University.
- Copy of student evaluation will only be provided to the student in person or through

email.

- Records are destroyed three academic years after the year in which their counseling commenced.
- Records are disposed of safely and securely.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Mar 2022*

**Policy Title:****6.u Health Services****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOUPO-2**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**Health Care**

The City University Ajman Health Care Clinic is located near the reception area on the ground floor of the campus available for use by all students, faculty, and staff.

The operating hours are Sunday through Thursday from 9:00 am to 3:00 pm, and 6:30 to 9:30 pm.

**Safety**

The University believes that safety is paramount and makes every effort to provide all faculty, staff, and students with a safe and healthy place to work and study. It also determines the type of safety training required for employees and students to increase safety awareness and follow safety rules.

Employees and students are expected to comply with all Civil Defense safety rules and regulations, and to practice safe conduct whenever on University property.

Students must report all accidents or injuries immediately to a University faculty or staff member. Security Officers are available and are roving with the campus premises to keep the students, faculty and guests safe. There are two guard houses with permanent guards outside the entrance of the University who can also assist in any safety issues. CCTV cameras are installed for additional safety.

Make sure you attend the health and safety orientation

- Safe working methods will be maintained at all times in City University Ajman campus.
- Corridors shall be posted with emergency numbers and emergency response team to contact in case something goes wrong.
- Practical jokes or other behaviors which might confuse or distract people are prohibited.

- Be alert of any unsafe conditions and report them immediately to the Campus Supervisor or Student Affairs Department.
- 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.
- Personal protective equipment that meets the specified requirements shall be available in all locations.
- 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.
- All flammable materials must not be placed close to areas of operation, especially oils, solvents and waste.
- Fire Safety Mock-Drill Training in Health and Occupational Safety shall be given to all students, faculty, staff.
- City University Ajman ensures to conduct mock drills once in every 6 months.
- For health Science Programs; a special orientation will be given in the first semester contains safety process and regulations for the use of labs and chemicals

### **Smoking**

To protect and promote the health, safety, and welfare of its employees, students, and the public, City University Ajman will provide an environment free from exposure to tobacco smoke. Smoking or the use of tobacco products is not permitted inside the University facilities.

The University ensures No Smoking signs are appropriately placed and visible throughout the University.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**6.v Academic Advising**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOVPO-02

**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**Academic Advising**

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.

1. 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.
2. Advisors discuss professional goal-setting, answer questions about academic programs, review student registration forms for classes, and make referrals to University and off-campus resources as needed.
3. The optimum advisor-to-student ratio is 1 advisor to 35 students.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*



**Policy Title:****6.x Student Grievance Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOXPO-02**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**General Academic Grievance**

1. A student general academic grievance is any dissatisfaction or feelings of injustice a student or prospective student may have while associated with City University Ajman. A grievance may result from any academic disagreement.
2. The grievant is encouraged to resolve problems where they arise and with the parties involved. Only when the problems cannot be solved informally in conference with the teacher or staff member should the student resort to the formal grievance procedure. At this point the student should seek the advice of Student Affairs Department about the proper procedure. The Office of Student Affairs may not interfere with academic-related grievances, except when such academic issues affect the welfare of the students.

The Office of the Students Affairs facilitates all complaints and grievances of the students. A student grievance and appeals policy, applicable to all students of City University Ajman, is used to provide reasonable assurance that all practices and actions are pertinent and realistic and are applied in a nondiscriminatory manner. The policy is designed to help maintain good student relations, to handle grievances efficiently at the level closest to the problem, and to establish a problem-solving academic and non-academic environment with full student participation. Grievance and appeals shall be handled based on the following principles:

1. *Confidentiality.* All grievances and complaints are confidential.
2. *Reprisal.* A student may enter a complaint or grievance without fear of interference, retaliation, or harassment from faculty or administration.
3. *Student Governance in Grievance.* The Elected Student Council President may receive complaints from students and open communication with Student Affairs department to address student issues.

**Filing a Non- Academic Complaint:**

The Complaint form- available at the Students Affairs Department- should contain one subject, written in clear, condensed sentences, with clear reference to the alleged fault, the exact date it happened, all relevant matters, and the required solution.

1. The student approaches the Students Affairs Department directly or by referral from other departments.
2. The complaint is discussed with the student.
3. The complaint is handled with extreme confidentiality. The student has the right to withhold his or her personal information. This information will only be revealed to the University President and Vice Chancellor.
4. The student may choose to direct his complaint as a grievance or as an official complaint that is followed by an investigation.
5. The student fills out a form with his or her grievance or complaint.
6. The complaint is taken for discussion with the City University Ajman President, Vice Chancellor or the concerned department.
7. Amicable solutions can be considered with the plaintiff's agreement. The complaint is filed in the records of the Students Affairs Department.
8. Official complaints are taken to the President or the Vice- Chancellor for their approval on forming a committee for conduct control.
9. Investigation starts with Student Affairs Department discussing the complaint with the defendant
10. The Investigation Committee refers its decision to the President or the Vice Chancellor for their approval.
11. All parties involved are notified with the Committee's decision.
12. A copy of the decision is sent to the concerned departments (Registration or HR) to be filed.

#### **Filing a Non- Academic Grievances:**

The grievances form- available at the Students Affairs Department- should contain one subject, written in clear, condensed sentences, with clear reference to the alleged fault, the exact date it happened, all relevant matters, and the required solution.

The following steps will be followed in an attempt to solve the grievance:

- **Step 1:** The aggrieved party should discuss with the source of the grievance within 5 days before launching a complaint.
- **Step 2:** If the aggrieved party is not satisfied with the results of their discourse they can escalate it with the Head of the department within 5 days. In the case the aggrieved is not satisfied with the decision of the department head an appeal can be made. The objection should be written and made within five days.
- **Step 3:** If the aggrieved party is still not satisfied, he or she can object at the Students Affairs Department within five days of receiving the written decision in Step 2. The committee formed by the City University Ajman Ajman management or the concerned department should call for a hearing, review all facts and procedures, and present a written recommendation to the office of City University Ajman President or Vice- Chancellor.
- **Step 4:** The aggrieved party can file a written objection to the Program Director on the decision taken in Step 3 within five days. The Program Director or his/ her deputy will review the case, meet with the aggrieved party and send a written decision within seven days of receiving the objection.

**Time limitation:**

In case the aggrieved party doesn't commit to the deadline in each step, the grievance will be automatically canceled unless an exception was issued by the office of the President or the Vice- Chancellor. In case City University Ajman or one of its affiliates doesn't commit to the deadline, the aggrieved party will be automatically moved to the next step.

The President and the Vice- Chancellor can delegate the extension of any step when approached in writing.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**6.y Student Appeal Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** ST06APOYPO-02

**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**Appeal**

1. The grievant, and/or the complained of, may appeal to the University decision in writing, within five working days, to the Office of Student Affairs.
2. The Office of Student Affairs shall submit the appeal to the Vice Chancellor within one working day.
3. The Vice Chancellor shall submit the University response to the appeal to the Office of Student Affairs and the Grievance Committee, within ten working days from the date the appeal was received.
4. The Office of Student Affairs shall send the University response to the grievance appeal, to the grievant and/or the complained of within one working day.
5. The University response at this stage is final.

**Time Limits**

1. If the grievant fails to meet the time limits to file the complaint, the grievance is automatically considered dropped.
2. If the grievant/complained of fail to appeal within 5 working days from the date of receiving the University decision, the University decision shall be considered final.
3. Extension of time limits for any step may be authorized through the Vice Chancellor upon written request.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**6.z Alumni Relations**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** ST06APOZPO-01

**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**Alumni Status: Who is Considered an Alumnus?**

- Degree-holders are automatically considered alumni.

**Alumni Communications and Surveys**

- In order to ensure communications standards and best practices are adhered to, all official communications to broad groups of alumni, donors, and prospects (i.e., beyond a University's or department's own constituency) will be coordinated with and approved by the University Administration. These communications include, but are not limited to: event notices, surveys, emails, announcements, and newsletters.

**Policy Title:****6.aa Preventing Extremism and Radicalization Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** ST06APOAAP0-01**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

City University Ajman is fully committed to safeguarding and promoting all its students' welfare and providing a secure environment for all University members who use its premises and services.

**Purpose:**

This policy aims to raise awareness amongst the University of the threat from extremist groups and the risks to young people and ensure all students are taught in a way that is consistent with the law and the UAE values of tolerance.

**Scope:**

All staff and faculty members whose roles and responsibilities include regular contact with students.

**Policy:**

- The University aims to provide a safe and secure environment for all students, faculty, staff, and individual visitors who access its facilities and services. This includes protecting the freedom and dignity of the individual to the extent that it does not interfere with the freedom and dignity of others or undermine community unity.
- The University will comply with any requirements stipulated by governmental authorities in dealing with radicalization, terrorism, and extremism.
- The University recognizes its particular responsibility to safeguard the wellbeing of vulnerable groups by ensuring that there are appropriate arrangements in place to enable it to discharge its duty to provide a safe and secure environment.
- Educating them about equality, diversity, and inclusion is critical to supporting our students, faculty, and staff to be less susceptible to radicalization. We do this through training, communication, positive monitoring, and targeted safeguarding. It is essential that our approach is one of care and support and should be in our thinking in all our pastoral work (personal tutoring, student support, etc.).
- The University recognizes that it has to help faculty, staff, and students (through guidance, support, and training) promote safe working practices to minimize risk to vulnerable individuals and protect the institution from the possibility of false allegations.

- The University seeks to ensure that its policies and procedures comply with statutory duties, reflect guidance and good practice in safeguarding students and that safeguarding arrangements are proportionate and based upon common sense.
- The University will comply with any requirements stipulated by governmental authorities in dealing with radicalization, terrorism, and extremism.
- This policy is not directed against any specific ideology, religion, or other sets of beliefs. This policy does not allow any individual or group of individuals to be marginalized, stigmatized, or excluded from the learning and research community.

**Document History**

*Approved: Board of Trustees, Mar 2022*

**Policy Title:****6.ab Transfer to a New Program or Specialization Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** ST06APOABPO-01**Responsible:** Vice-Chancellor

---

**Purpose**

The purpose of this policy is to define how student can transfer to a new program or specialization within the University.

**Scope**

This policy applies to all students at City University Ajman.

**Policy Statement**

1. Students enrolled in City University Ajman may request to change their programs/specialization.
2. Transfer to the new program is subject to availability of seats and the requesting student (new or enrolled) meeting the admission requirements of the new program.
3. Students will be allowed to submit one change program/specialization request during their studies.
4. If the undergraduate student CGPA is 2.00 and above, all similar courses will be counted in the new program/specialization with a grade D and above.
5. If the undergraduate student CGPA is less than 2.00, similar courses with only grade C and above will be counted in the new program/specialization.
6. If the postgraduate student CGPA is 3.00 and above, all similar courses will be counted in the new program/specialization with a grade C and above.
7. If the postgraduate student CGPA is less than 3.00, similar courses with only grade B and above will be counted in the new program/specialization.
8. Grades and credit hours of the counted courses earned at the previous program/specialization are used in calculating the student's CGPA and total credit hours.



9. Any exception for the transfer to a new program within City University Ajman will require an approval from the Vice-Chancellor.

**Document History**

*Approved: Board of Trustees, Dec 2022*

**Policy Title:****6.ac Event Management Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** ST06ACPO-01**Responsible:** Vice-Chancellor/ Head of Student Affairs

---

**Purpose:**

This policy aims to assist City University Ajman's academic and administrative departments in scheduling and organizing their events. The range of events organized at CU is diverse and include seminars, workshops, competitions, field trips, CSR and recreational activities. Events need to be supervised and well-coordinated to ensure there are no clashes with the Academic Calendar and other events. Avoiding conflicts between events will maximize on community members' participation which is of essence to the success of any event

**Scope:**

This policy applies to all City University Ajman members.

**Policy:**

Administrative and Academic departments are responsible for organizing events and activities for students on and off campus. Each department is responsible for their events as organizers and has to cooperate with other units to ensure success of the event.

The CU Event Calendar contains all activities and events by the university; Faculty, Administration and Students. This calendar is prepared by Student Affairs Department and available on the CU website. All academic, administrative offices and recognized student groups can refer to this calendar while planning their events. After gaining approval all events are uploaded to this calendar.

Events shall not be considered officially scheduled unless the following two steps have been accomplished:

- 1) The Pre-Event Approval and Events Preparation forms have been approved and placed in the CU Event Calendar
- 2) The specific facility or location has been reserved.

The university charges students an activity fee of AED 275 enrolled in Fall and Spring semesters. The amount of AED 110 is charged to students enrolled in Summer 1 and 2 semesters. This creates funding for activities.

### **Scheduling of On-Campus Events**

Events will be scheduled on the Campus Master Calendar, before being published, in accordance with the below listed priorities from highest to lowest:

- Events included in the Academic Calendar such as: Orientations, Examinations, Public Holidays etc.
- Campus-wide events by academic, administrative, or student groups that are open to participation by all students, faculty and staff such as: Global Day, Career Fair, National Day.
- Closed events organized by university, academic or administrative offices, and student groups that are targeted to a special group, i.e. only open to Finance & Accounting students, only open to male/female students or only open to members of a club etc.

### **Scheduling of Off-Campus Events**

Off-Campus Events will also be scheduled on the Campus Master Calendar, before being published, in accordance with the below listed priorities from highest to lowest:

- Extracurricular learning activities such as: field trips to workshops, seminars and conferences.
- Community Engagement, volunteering or Social Responsibility activities
- Sports and athletics
- Fun outdoor trips

### **Off-Campus Student Regulations**

Students participating in outdoor events and activities represent the university and must always conduct themselves in a respectable manner. Participating students are under the guardianship of the university and must abide by the rules and regulations mentioned below:

1. Students can register for trips through the given email address.
2. Each student must register from their own CU email address or CU Mobile App.
3. Students who register for trips must use the university transportation from and to CU. For any exceptions the student must inform the Trip Organizer at least 3 days before the trip for approval.
4. Any student who has not checked in with the trip organizer 15 minutes before departure forfeits his/her right to go on the trip. That ticket, if any, will be given away to a student on the waiting list without warning.
5. Every student must carry his/her Student ID Card.

6. Students must dress appropriately as per CU dress code policy.
7. Students who do not follow instructions or delay the bus by showing up late to the meeting area can be banned from attending future trips without warning.
8. Students must use the same bus both ways unless approved by the trip coordinator. This is to ensure that no one is left behind.
9. Students must write their names in the bus sheet provided.
10. A feedback form will be distributed at the end of every trip which is required to be filled and submitted on the bus on the way back.
11. Students with medical issues should report it to the Trip Organizer during registration.

### **Off-Campus Trip Organizer Regulations**

Field trips and outings offer opportunities for students to broaden their horizon and enrich their experiences outside of the classroom setting. Trip Organisers or Supervisors need to ensure the safety of the students by following basic protocol for safety from choosing the location to returning back to the campus after the trip.

While risks can and do occur each Supervisor must follow the below:

1. Check the safety procedures of the venue where the students will visit
2. Having sensible precautions in case of emergencies
3. Preparing first aid kit
4. Keep emergency telephone numbers
5. Make sure each bus has a check-in sheet to keep count of the students per bus
6. Appoint student leaders in the case of more buses and orient them on their duties
7. Follow the CU Health and Safety Policy

### **Student Affairs Events and Activities**

The Student Affairs department organizes a range of activities for students that include skills enhancement workshops, sport activities and competitions, and outdoor trips by following the below:

- Annual calendar with the budget is to be prepared and submitted in Fall semester for the coming year.
- The annual calendar and budget is to be approved by the President of the University
- It is the responsibility of the event organizer in Student Affairs to follow the approved plan and comply with the budget allotted.

## **Scheduling Procedures Events and Activities**

All events must be sent for management approval **60 days** prior to the date of the event. Follow the below steps to schedule an upcoming event:

- Check the CU Events Calendar on CU website and check that your event does not clash with other scheduled events.
- Advise the Student Affairs Department and, for Faculty events, Office of the Vice Chancellor of your upcoming event by sending an email and awaiting their confirmation.
- Fill the Pre-Event Approval and Events Preparation forms for an official approval from management.
- Proceed with a meeting of the respective departments to delegate tasks, confirm dates, reserve the venue and event budget.
- Guest speakers require at least one (1) month to secure approval in order to conduct talks to students. The Approval form should be filled by the speaker and sent to Student Affairs department along with additional documents requested.
- Wait for the event announcement to be prepared by the Marketing department and approved by management before uploading to the website and announcing by email. The Student Affairs department and Marketing department will coordinate to announce the event.
- Marketing department will post the event on social media platforms as appropriate.
- In case of event cancellation the Student Affairs department needs to be notified immediately.

### **Scheduling time frames:**

In order to provide enough time to allot resources (venue, furniture, manpower, IT and AV equipment) and develop the required designs (poster, banners/flags, digital signage, web page, invitation) and communicate the event adequately, it is very essential for the organizing units to be aware of the following time frames for planning and scheduling their events.

- Campus-wide events need to be communicated to the departments of HR & Admin, Marketing and Student Affairs at least one month prior to event date.
- Closed events need to be communicated to the departments of HR & Admin, Marketing and Student Affairs at least two weeks prior to event date.

## **Event Approvals**

- Academic departments must receive approval for proposed events from the Vice Chancellor and their Department Head. All events with a budget must be sent for President's approval.
- Administrative departments must receive final approval from the President of the University.
- Recognized student groups must receive approval for proposed events, held on or off campus, from the President/Vice Chancellor and Student Affairs department.
- Events may be rejected if they do not meet or are not consistent with the university priorities and policies.
- Events may be rejected if it will clash with previously scheduled events.
- The organizing academic and administrative department reserves the right to limit attendance and participation to university students, faculty, and staff.

### **Important Considerations**

- Some events, especially those with important guests or open to the public, require additional security. Security issues are coordinated by the Security Office.
- The concerned department or student group organizing the event is responsible to contact the appropriate office(s) for all setups, equipment requests or food service requirements.
- Transportation for students during events and activities should be coordinated with the Transport office at least 2 weeks in advance to allow for proper arrangements to be made.
- Posters, decorations or other materials should not be attached to the walls or doors of university facilities. This applies to outdoor areas as well; nothing should be nailed, glued or fixed on the walls or pillars.
- CU is not responsible for any materials and/or outside equipment left in the campus overnight or during holiday and semester breaks.
- The concerned department or student group organizing the event will be held financially responsible for the costs of repairs if CU equipment or property is damaged.
- The concerned department or student group organizing the event must coordinate with the Campus Engineer for installation and removal of all materials during the planning of their event.
- All programs should be conducted in such a manner as not to produce excessive noise that may be disruptive to others.
- Event organizers need to be aware of important forms such as Pre-Event Approval, Events Preparation and Purchases Requisition forms.

## RELATED DOCUMENTS

- Pre-Event Approval Form
- Events Preparation Form
- Purchases Requisition Form
- CU Dress Code Policy
- Event Health and Safety Policy
- Transportation Request Form

### **Document History**

*Approved: Board of Trustees, Dec 2022*

**Policy Title:****10.ac Student Exchange Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** ST06ADPO-1**Responsible:** Director of Enrollment

---

**Purpose**

The purpose of the Student Exchange Policy at City University Ajman (CUA) is to enable student exchanges between CUA and its esteemed network of partner universities. The policy aims to provide opportunities for exposure, foster cultural exchange, facilitate learning and encourage bilateral relationships.

**Scope**

The policy applies to all CUA enrolled students; be they undergraduate or graduate students who completed two semesters/terms.

**Definitions:**

The Student Exchange Program at City University Ajman enables students from CUA and partner universities to enroll in subjects at the host institution for credits, which will count towards their home institution degree.

**Policy**

Student exchange programs are activities of receiving students for short-term visits and semester exchange at City University Ajman (CUA), and sending CUA students for the same at Collaborative Institutes (CIs) within frameworks of MoU executed by the collaborative Institute and CUA.

CUA will have the following two types of student exchange programs:

- Non-Credit Exchange Program (includes summer schools, internships, short-duration courses etc.).
- Credit Exchange Program (includes credit-based program).

**1. Noncredit Exchange (Summer Schools/Short Duration Programs/ Internships)**



An application form in which students apply as per the Collaborative Institutes requirement and only participate in summer schools, short-term visits, relation exchanges, internships and study from 1 week to 6 months without receiving any credit towards degree/diploma. Such exchanges are encouraged during the semester breaks.

## **2. Credit Exchange (Course)**

Courses completed by students during their enrollment at City University Ajman in Collaborative Institutes may contribute to the credit requirements for a degree. However, prior approval from the Commission of Academic Accreditation in the Ministry of Education, UAE is mandatory before CUA students embark on any exchange program. However, inbound exchange students are subject to the terms and conditions of their home institution.

- A. Students can opt for International Exchange from 3rd Semester onwards.
- B. Students can earn external credits only from International Universities/Institutions with which CUA has a MoU for the above purpose.
- C. The credit transferred will reduce the number of courses to be registered by the student at CUA.
- D. The process for International Exchange Eligibility:

### **Academic Requirements:**

- 1. To be considered for an International Exchange and the Collaborative Institutions, a student must maintain a satisfactory academic record, attaining a minimum CGPA of 2.5 at the conclusion of the 2nd semester.
- 2. Students on academic probation during the first and/or second semester are not eligible for participation in the international exchange program.

### **Application and Nomination:**

- 1. Students interested in participating in the Exchange Program are required to submit a written request to the Head of the Internationalization Office.
- 2. This request should provide substantiated reasons for applying for the Exchange Program, detailing the academic, cultural, or personal benefits they anticipate gaining.
- 3. Upon receipt of the request, the Head of the Internationalization Office reviews the application thoroughly.
- 4. After careful consideration, the Director nominates eligible students and communicates the nominations to the respective program chairs.
- 5. The Head of the respective department reviews the list of nominees and approves the final list for the exchange program, then signs the individual exchange form for each student and returns it to the Head of the Internationalization Office for communication with the Collaborating Institution.

6. The Head of the Internationalization Office informs the student of the final status of the exchange request.

**Document History**

*Approved: Board of Trustees, Oct 2023*

## 7. Health, Safety and Environment

**Policy Title:**

7.a Health and Safety

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

HS07APO-02

**Responsible:**

Director of Human Resource and Administration

---

### Safety Services

City University Ajman believes safety for all students and staff is paramount. It is expected that students and staff will treat the facilities with respect and care and develop a "Safety First" attitude consistent with the objectives of all safety policies.

The University realizes its responsibility toward the welfare and safety of the students and staff in the classroom areas on its premises. The safety policy is formulated in the interests of the students and staff.

Report any unsafe condition or practice to a supervisor immediately. If something doesn't "look right," it probably is not.

### General Policy

City University Ajman has a Facility Supervisor with sufficient authority to enforce the rules and regulations relative to University property.

University security personnel to handle campus security matters. The Facility Supervisor coordinates with and monitors the performance of security personnel.

Any incidents involving suspected criminal activity or violations of University rules and regulations related to the safety and security of people or property must be reported to the Facility Supervisor. The Security Department maintains records of all incidents that have occurred on campus.

The ultimate responsibility for personal security rests with each individual. Individuals should be aware of their surroundings and potential risks to personal safety, exercise caution, and take reasonable actions to protect themselves. Individuals should report suspicious activities to the Facility Supervisor.

Access to the campus is controlled at all times. Academic and administrative buildings are open during regular business hours. After closing hours, buildings are regularly patrolled by security personnel to maintain the security of property in the buildings, prevent unauthorized entry, and assure proper operation of facility equipment.

Appropriate University officials must authorize after-hours access to the buildings. Security conducts routine patrols and periodic building inspections to assure the security of facilities.

When security deficiencies are discovered, security personnel will notify the appropriate department as soon as possible.

### **Safety Services**

City University Ajman believes safety for all students and staff is paramount. Students and staff are expected to treat the facilities with respect and care and develop a "Safety First" attitude consistent with the objectives of all safety policies.

The University realizes its responsibility toward the welfare and safety of the students and staff in the classroom areas on its premises. The safety policy is formulated in the interests of the students and staff.

Report any unsafe condition or practice to a supervisor immediately. If something doesn't "look right," it probably is not.

### **General Policy**

City University Ajman has a Facility Supervisor with sufficient authority to enforce the rules and regulations relative to University property.

University security personnel to handle campus security matters. The Facility Supervisor coordinates with and monitors the performance of security personnel.

Any incidents involving suspected criminal activity or violations of University rules and regulations related to the safety and security of people or property must be reported to the Facility Supervisor. The Security Department maintains records of all incidents that have occurred on campus.

The ultimate responsibility for personal security rests with each individual. Individuals should be aware of their surroundings and potential risks to personal safety, exercise caution, and take reasonable actions to protect themselves. Individuals should report suspicious activities to the Facility Supervisor.

Access to the campus is controlled at all times. Academic and administrative buildings are open during regular business hours. After closing hours, buildings are regularly patrolled by security personnel to maintain the security of property in the buildings, prevent unauthorized entry, and assure proper operation of facility equipment.

Appropriate University officials must authorize after-hours access to the buildings. Security conducts routine patrols and periodic building inspections to assure the security of facilities.

When security deficiencies are discovered, security personnel will notify the appropriate department as soon as possible.

### **Protecting University Property**

All University employees and students should be alert when using University equipment. They should help protect it from theft, unauthorized use, or vandalism. Report any suspicious activity or person to Security personnel.

In case of fire, the person discovering a fire should:

1. Activate the building fire alarm. The building alarm will alert Security personnel who will, in turn, notify the Fire Department (Civil Defense)
2. Use a telephone or mobile phone and report the location of the fire, building, floor, area, and intensity
3. Evacuate the building immediately; do not try to fight the fire
4. Use fire extinguishers only to clear an exit

In the event a person cannot leave the room during a fire they should:

1. Open windows if there is smoke in the room--if there is no smoke, leave the windows closed to prevent outside smoke from being drawn into the room
2. Seal cracks around the door with damp towels, if possible
3. If trapped, attract attention by hanging an object from the window (the brighter the color, the better) --if outside smoke is drawn in, close the windows
4. If smoke is severe, place a wet cloth over your nose--remember, there is usually less smoke near the floor

When evacuating a room or building, every person should:

1. Walk at a brisk pace--do not run
2. Follow the posted corridor instructions for the proper exit route and assembly point
3. Move-in single file along the wall toward the exit
4. Use only marked exits
5. Remain silent so that instructions can be heard
6. If the exit lights are out, proceed cautiously to find the nearest exit without panicking
7. Go to the designated assembly point and remain there until an official of the University arrives and gives further instructions

#### Electrical Equipment Safety Guidelines

1. Only professional staff members with proper training may complete electrical repairs and maintenance
2. Use of any electrical outlet is limited to its rated capacity
3. Students are not allowed to handle electrical outlets or live electrical equipment
4. Report all damaged electrical outlets in working or living areas of the University to a supervisor

All University employees and students should be alert when using University equipment. They should help protect it from theft, unauthorized use, or vandalism. Report any suspicious activity or person to Security personnel.

In case of fire, the person discovering a fire should:

1. Activate the building fire alarm. The building alarm will alert Security personnel, who will, in turn, notify the Fire Department (Civil Defense)
2. Use a telephone or mobile phone and report the location of the fire, building, floor, area, and intensity
3. Evacuate the building immediately; do not try to fight the fire
4. Use fire extinguishers only to clear an exit

In the event a person cannot leave the room during a fire, they should:

1. Open windows if there is smoke in the room--if there is no smoke, leave the windows closed to prevent outside smoke from being drawn into the room
2. Seal cracks around the door with damp towels, if possible
3. If trapped, attract attention by hanging an object from the window (the brighter the color, the better) --if outside smoke is drawn in, close the windows
4. If smoke is severe, place a wet cloth over your nose--remember, there is usually less smoke near the floor

When evacuating a room or building, every person should:

1. Walk at a brisk pace--do not run
2. Follow the posted corridor instructions for the proper exit route and assembly point
3. Move in single file along the wall toward the exit
4. Use only marked exits
5. Remain silent so that instructions can be heard
6. If the exit lights are out, proceed cautiously to find the nearest exit without panicking
7. Go to the designated assembly point and remain there until an official of the University arrives and gives further instructions

#### Electrical Equipment Safety Guidelines

1. Only professional staff members with proper training may complete electrical repairs and maintenance
2. Use of any electrical outlet is limited to its rated capacity
3. Students are not allowed to handle electrical outlets or live electrical equipment
4. Report all damaged electrical outlets in working or living areas of the University to a supervisor

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****7.b Equipment and Software Replacement****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** HS07BPO-03**Responsible:** ICT Manager

---

**Initiating Changes**

When an item becomes obsolete, damaged, or unserviceable (hardware and software) it must be replaced.

Software and hardware requirements are collected from faculty according to their subject requirements on a semester basis.

Preliminary information regarding the change is gathered. This includes describing the change and its objectives, identifying the benefits to faculty and students, and identifying the systems and the type of change.

An initial impact and risk analysis is conducted to determine who and what may be affected and the degree of impact. An assessment of the impact of not doing the change is also included. Alternatives to this change are also identified as part of the initial assessment.

The change request is reviewed by the IT Administrators, project team, and supervisor(s), depending upon the impact classification and scope of the change. Approval is granted or denied by the immediate supervisor or President.

**Implementing Changes**

After initial approval, specific requirements for the change to be successfully implemented are completed. The design and implementation process includes complete impact analysis and risk assessment. The change is classified as high, medium, or low impact. To arrive at this assessment, it is important to identify who and what will be potentially affected by the change including departments, systems, configuration items, procedures, costs, schedules, and resources. Document the implementation procedure and schedule requirements at this stage.

1. **Test Plan Development:** This phase focuses on developing the plan for conducting testing and quality assurance to ensure reliability and performance of all components of the organization's technology infrastructure. The Impact Classification Customer Acceptance Test Plan is developed to identify the extent and details of testing that will be completed post-implementation in order to determine if the change was successful or not.

2. **Fall Back Plan:** Development of the fall back (back-out) plan is essential to ensuring effective recovery in the event of a failed change. The fall back plan is primarily based on the technical impact analysis and the implementation plan.
3. **Test Results:** Test Results are documented to ensure that the results of the testing have provided input to the Design and implementation Requirements as needed to facilitate a successful implementation. After all testing, feedback from **Pilot** users will be taken, and the results concluded.
4. **Change Request Review:** The University Administration makes a decision on whether the change should be implemented based on the information supplied in the RFC.
5. **Completion of Change Implementation:** Once a Change Request is approved, it moves into the Implementation Phase. This phase is concerned with the steps necessary to successfully implement the change.
  - o Complete final planning
  - o Establish the schedule and complete required notifications
  - o Complete the change implementation
  - o Test, validate and accept the change

## **Review**

A post-implementation review is conducted to determine whether the change has achieved the desired goals. Post-implementation actions include assessing the implementation process, validating success, identifying lessons learned, and finalizing the change documentation.

### **Workflow Task Completion:**

1. **Complete Documentation:** Post implementation documentation consists of providing sufficient information to determine the effectiveness of the change. This should consist of testing and monitoring results, whether the goals of the change were met, the identification of any lessons learned, whether the change stayed within schedule and budget, and documentation of fall back execution.
2. **Post Implementation Review:** The Post implementation review is held at the next management meeting after implementation. In addition to making a success or failure decision on the change implementation, the review will also consider how the change was deployed, and whether it was implemented on time and within budget. This exercise may result in additional documentation of lessons learned from the change.
3. **Finalize All Documentation:** Once the change has undergone final review all associated documentation should be filed with the appropriate ticket and closed.

## **Periodic Replacement**

The University ensures that appropriate measures are taken to maintain and upgrade all existing hardware in line with current technologies. The following table lists several of the hardware and the corresponding lifecycle years:



| Hardware            | Renewal Review Period | Comments                                                         |
|---------------------|-----------------------|------------------------------------------------------------------|
| Desktop             | 5 Years               | As needed and based on technology evolution.                     |
| Laptop              | 5 Years               | As needed and based on technology evolution.                     |
| Network Switches    | 5 Years               | As needed and based on technology evolution.                     |
| Servers and storage | 5 Years               | As needed and maintained and serviced with manufacturer support. |
| Wi-Fi Access point  | 5 Years               | Maintained through service contracts.                            |
| Printer             | 5 Years               | Maintained through service and support contracts.                |
| Photocopier         | 5 Years               | Maintained through service and support contracts.                |
| Smart Boards        | 5 Years               | Manufacturer warranty and support                                |

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Nov 2020*

**Policy Title:****7.c Data Security Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

HS07CPO-03

**Responsible:**ICT Manager

---

**Purpose**

The purpose of this Data Security policy is to establish rules that:

- Ensure compliance with applicable statutes, regulations, and mandates regarding information data management.
- Establish prudent and acceptable practices regarding the use of City University Ajman information data.

**Scope**

This policy applies to all City University Ajman users of computer data. This policy applies to all information collected, stored, or used by or on behalf of any operational unit, department, and person within City University.

**Policy**

1. All users must make sure that all official data is stored properly in network drives provided by City University Ajman IT department
2. City University Ajman is not responsible for personal data, as it is the user's personal information
3. Faculty and staff are provided a secure location on the network to save data which will be accessible to authorized persons only
4. All data must be accessed by authenticated credentials.
5. Users are not allowed to share their user's credentials with anyone because they are responsible for the activities done with their username.
6. Students provided a google drive with email to save their data.
7. Students can share data from google drive to faculty easily
8. City University Ajman will not be responsible for the data saved in computer labs general locations from any student.
9. Student University information system data is secured, and access is provided by authorized user credentials
10. City University Ajman uses a secured google drive for each user to store their professional data, and it can be accessed only by their respective email login credentials

11. All e-learning data should be backed up on City University Ajman servers
12. Faculty should save course material on City University Ajman e-course file location

The City University Ajman data security policy involves several layers, from physical access control to firewall and virus protection. The base security mechanism is to have dedicated servers for different University functions mounted on the intranet.

The intranet has appropriate firewall software, which is automatically updated. Each computer on the network has an individual firewall and virus protection.

### **Data Security System**

Rendering next-generation hybrid and multilayer authentication method access controls, with comprehensive security functions, web control interface, system interoperability and embedded biometrics, enables full controlled security measures at access control level at all time. This is vital to control and a log is generated for authorized access to the data center only.

### **Firewall**

Fort iGATE firewall gateway security appliances deliver the complete set of robust security features, including VPN (SSL VPN & IPSec), gateway Anti-virus and Anti-spyware, gateway Anti-Spam, Intrusion Prevention System, Content and Application Filtering, Bandwidth Management and Multiple Link Management over entire campus network.

This firewall is designed to prevent unauthorized access to our private network from internet and intranet.

The contract with Fortinet network Security solutions provides us exceptional security and guarantees reliability to our Network Security, 24x7x365.

### **Antivirus**

A Kaspersky volume license (network security/antivirus/firewall) is in place for campus-wide use through a server-installation to protect the integrity and confidentiality of academic and administrative systems along with the institutional networks.

Each staff member and student will have a separate email account, but all email is filtered through proprietary software that monitors such things as spam.

All servers are automatically backed up regularly and copies kept off-site.

Students and faculty may request services to restore files at any time.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees, June 2020*

**Procedure Title:****Data Backup Procedure****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** HS07CPR-01**Policy Number:** HS07CPO-02**Responsible:** ICT Manager

---

**Responsibility**

- The information communication technology department is responsible for regular data backups and maintenance
- Electronic files created, sent, received, or stored on Information Resources owned, leased, administered, or otherwise under the custody and control of City University Ajman are the property of City University Ajman

**Procedure**

Veeam Backup & Replication delivers Availability for all workloads. Virtual, physical, and cloud from a single management console, extending Veeam's leadership position from being the best for VMware, vSphere and Microsoft Hyper-V to Availability for any application, any data on any cloud. It allows users to completely get rid of legacy backup forever and brings backup and replication together into a single software solution

Veeam allows users to store, manage and protect all of their valuable data on one centralized, secure storage location. We are having enterprise-class data protection.

Current storage has a capacity to increase disk space as per new requirements and as we have a capacity in the Datacenter to add more SAN storage units for future expansion. In campus we have 80 TB of storage space available for data backups

1. All Important data backups are incremental and scheduled for daily backup
2. All databases for software are regularly backup on storage and designated location
3. Veeam Backup solution is implemented for all VM, servers, storage and critical end users
4. All student records are securely backed up in Microsoft SQL database and scheduled for backup with Veeam application on daily basis
5. All institutional records are securely backed up with Veeam application on daily basis
6. All critical data for student information and institutional records are also backed up on offsite storage for security purpose.

**Document History**

*Approved: President, Nov 2020*

**Policy Title:****7.d Appropriate Use of Technology Resources****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

HS07DPO-02

**Responsible:**ICT Manager

---

**Policy Statement**

This policy applies to all users including faculty, staff, students, and guest users of City University Ajman computer networks, equipment, or internet-connecting resources.

Inspection of personal electronic information on University networks or equipment

email and files are subject to University examination when:

1. It is necessary to maintain or improve the functioning of University computing resources
2. It is necessary to comply with or verify compliance with law

**Appropriate Use**

Responsibilities for users of University computer resources:

1. Respect the intellectual property rights of authors, contributors, and publishers
2. Protect user ID, password, and system from unauthorized use
3. Adhere to the terms of software licenses and other contracts.
4. Persons installing software on University computers must follow software EULAs
5. Copying software licensed to the University for personal use is prohibited
6. Users must adhere to data access policies and those established by law
7. Use computer resources in compliance with University policies and regulations

Prohibited use of University Computing resources:

1. Unauthorized or excessive personal use (Use is excessive if it overburdens a network, results in substantial use of system capacity, or otherwise subjects the institution to increased costs or risks)
2. Use that interferes with the proper functioning of University IT resources
3. Use that unreasonably interferes with the use of University IT resources by others
4. Attempting unauthorized access to the computer system or files of other users
5. Use of University IT resources to infringe on the intellectual property rights of others

**Enforcement**

Violation of this policy results in the denial of access to University computer resources and

disciplinary action as appropriate.

**Policy Title:**

**7.e Equipment and Software Technical Support**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** HS07EPO-02

**Responsible:** ICT Manager

---

Tech Support provided by the IT/Network department for all technology resources of the University:

1. Install desktop operating systems
2. Configure and troubleshoot hardware
3. Configure and troubleshoot desktop operating systems
4. Configure and troubleshoot networks
5. Configure and troubleshoot desktop applications
6. Configure security in desktop applications
7. Allocate resources for desktop computers
8. Monitor network infrastructures
9. Deploy desktop operating systems
10. Manage desktop security
11. Support and maintain desktop applications

The IT/Network Plan contains specific details on the full range of technical support provided by the IT/Network Department.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*



**Policy Title:****7.f Hazardous and Non-Hazardous Complaint Management****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

HS07FPO-01

**Responsible:**Director of Human Resource and Administration

---

**1. Purpose:**

This policy provides a uniform and consistent method and assists to respond effectively to complaints that allegedly violate Health and Safety protocols within the City University Ajman campus. This document sets forth City University's policy for addressing and managing hazardous and non-hazardous incident complaints reported on University premises.

**2. References:**

- Health and Safety Manual
- Chemical Handling Policy
- Emergency response manual
- First aid training manual.

**3. Policy Statement:**

It is a policy that has been inscribed by City University Ajman to ensure the inspectors/examiners will document and respond to complaints alleging violations of the Health and Safety protocols and its associated regulations in accordance with this document and provide necessary feedback, recommendations, and closure with minimal damage impact.

**4. Complaints Recording:**

All complaints submitted by students, staff, faculty, visitors, disseminated through phone calls, e-mails, letters, and drop-in should be routed to the HR & Administration Department.

The HR & Administration Department will forward it to the Engineering department. This is further logged by the team and taken up with the necessary service providers to resolve the concern raised.

**5. Types of Complaint:****a) Emergency:**

Once engineering department determines the severity of the reported incident and assess the requirement which shall warrant an action/ emergent response/ building

evacuation/ lockdown etc. and assign emergency response team for initial first aid and simultaneously dial in for assistance as below:

- Ambulance: 998
- Fire Department (Civil Defense): 997
- Civil Defense (Ajman): 06-703-5500
- Police: 999
- Nearest Hospital - Saudi German hospital: 06-800-2211

b) Urgent:

Reported complaints which indicate a violation act that has occurred within the University premises which will be further informed to respective concerning Department and routed to form a response team which will have to assess the situation and use professional judgment and knowledge to determine the impact of the case and suggest a remedial measure to minimize the impact within 12 hours of reporting.

c) Standard Complaints:

In most situations, the Engineering department will log the complaints and will appoint necessary service providers to resolve the concern within 48 hours.

## **6. Complaint Inspection Process**

Once a complaint is recorded, logged, and assigned, the inspection process shall begin within 30-60 minutes. As per the severity of the complaint, the immediate response will be arranged to mitigate further damage. Upon initiation, the engineering team will do a site inspection with the concerned Department and complainant to record and gather all relevant information about the incident.

The inspection is documented in an incident report, in a chronological format, that answers who, what, where, why, when, and how for each step in the inspection.

The complaint inspection process can be broken into four parts:

- Preparation/Site Information
- Site Visit(s)/ Evidence
- Report/Findings with team details
- Correction and Preventive Action
- Submission of the incident report to HR & Administration

## **7. Lesson Learned Report:**

Upon resolution of the entire complaint/damage, the Engineering Department shall submit a Lesson learned report listing the measures followed to curb such an incident to repeat in the future.

**Document History**

*Approved: Board of Trustees, June 2020*

**Policy Title:****7.g Facility and Maintenance****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

HS07GPO-01

**Responsible:**Director of Human Resource and Administration

---

**1. Purpose:**

The objective of this policy is to act as a framework and point of reference in which the Administration department in conjunction with the Engineering team will operate the buildings and facilities management of the University. It provides a general summary of considerations and information that should be addressed when operating and managing a facility.

This policy aids to ensure facility infrastructure and equipment, facility-wide risk assessment, definition of roles and responsibilities, equipment use, and maintenance strategies.

The facility and engineering department aims:

- Maintain and aid the activities of learning, teaching
- Protect and manage University asset value.
- Implement a trained and pro-active facilities management service
- Involvement at early planning stages of new projects to ensure that maintenance is recognized and has been accounted.
- Enhance communications with staff and users.
- Formulate information systems that observe performance and cost to facilitate management decision making.
- Develop and train staff members to perform quality services.

**2. Scope:**

The provisions of this policy statement apply to all operations related to the operation and maintenance of the building facilities.

**3. Policy**

City University Ajman Facilities and Maintenance plan includes all activities necessary to operate, maintain, and provide services for campus building, mechanical equipment, and utilities to keep them in safe operating condition. The activities involve building operational maintenance, custodial and periodical servicing, energy management and utilities services,

construction/contractual works.

#### **4. Roles and Responsibilities**

The responsibility for accurately maintaining a facility is shared between facility and engineering department as specified below.

- a) Campus Engineer
- b) Assistant campus engineer
- c) Technicians/work man

Regular working hours of the Facilities/Engineering department is Sunday to Thursday in two shifts from 09:30 to 14:30 and later resumes from 18:30 to 21:30. The facilities/engineering department is operational on Saturdays from 9:30 to 17:30. Employees should be present in the facility and ready for work at 9:30 on every working day. There are circumstances when the employee is required to temporarily work different hours and/or different workdays so that University functions will not be interrupted. This will be executed in accordance with City University Ajman working hours' policy regarding this change of hours and must be approved by the Manager.

It is the duty of every member/respective technician in the facility engineering department to perform a daily/weekly facility walk to identify and recommend possible rectifications/improvements on campus. The team is required to daily review the maintenance log sheets of every area technician to monitor staff productivity and further facilitate timely recognize/locate campus operation concerns and resolve within 72 hours (case to case).

Formulation and effective implementation of health and safety norms like LOTO for electrical units, building safety, civil defense rules should be in acquiescence with government rules and regulations needs to be abided in every campus operation and reviewed/renewed yearly.

#### **5. University Policy Operational Areas**

City University's facility management must operate within a well-defined departmental structure with clear reporting lines and responsibilities for each staff member.

The operations of service provided are listed below:

#### **5.1 University General Maintenance and support services**

#### **5.2 Energy Management**

#### **5.3 HSE compliance**

#### **5.4 Facility AMC management**

#### **5.5 Construction projects**

#### **5.6 Replacement or Obsoleting of Equipment/ Electronics/Assets**

These focus areas will set out the standard operation methods for every service area to ensure agreement with the specified performance requirements and criteria.

Once in place, the SOP's will be examined annually to ensure that they comply with any current guidelines and are still fit for the service needed by the University.

#### **5.1 University General Maintenance and support services**

##### **a) MDI (Managing Daily Improvement) log Sheet**

To recognize what type of requests for maintenance and/or troubleshooting calls are obtained during/after regular working hours of campus.

This log will support supervision in informing other departments as to the nature of the problems that have occurred and what action was taken to correct the situation, if it is feasible and recommendations to avoid the occurrence in the future.

These sheets are filed and kept with the facilities/engineering department for significant action and review.

##### **b) University General Maintenance**

###### **● Pump Maintenance**

To provide a check list for in-house personnel to perform preventive maintenance on chill circulating pumps located throughout the City University Ajman campus. Visual inspections should be performed weekly, as well as pump sequencing. All other tasks should be performed monthly or as needed. Clean and laundered uniform, provided by the University, shall be worn by the technician at all times during shift working hours.

###### **● Tool Accountability**

To provide accountability for tools provided by City University Ajman for each employee in Engineering/Maintenance Operations.

###### **● Power Outage**

To formalize guidelines to be followed when an unplanned power outage occurs.

To follow the guidelines provided and keep staff members and students informed with the most accurate up-to-date information possible.

- **Energy Savings**

To reduce electrical consumption by using lighting/HVAC only as needed to perform duties in unoccupied spaces.

Area lighting/AC will be turned on in offices, meeting/conference rooms, and classrooms by Office Assistant when the building is unlocked. Except for classrooms and hallways, lights/AC are to be turned off upon leaving, if space is no longer occupied. Lights will be extinguished by Office Assistant staff at the end of the day while locking the facility.

- **Roof Maintenance**

To formalize Facility operations with proper procedures to leak test a roof/roof drain.

When performing roof maintenance or making minor replacement to a roof system, the following steps shall be followed by the maintenance personnel assigned to the task to examine for leaks.

- **HVAC system Inspection**

To formalize Facility operations with proper procedures for an HVAC system inspection.

Policy: Every three to six months Maintenance team, along with the HVAC contractor, shall inspect all Chiller, AHU, FAHU, Pumps (Primary & secondary) chill water lines, etc.

- **Maintenance of Classrooms, Furniture, and Laboratories**

Classrooms with furniture, teaching aids, and laboratories are managed by the individual department staff and attendants and supervised by the respective Head of the Department.

The laboratory technicians take custody of the laboratories. The Heads of Departments communicate to the administration regularly for all the maintenance works. Staffs of the respective department monitor the efficient utilization of the laboratories. Students optimally use all classrooms throughout the daylong working hours and are also mentored to upkeep the furniture.

The engineering team also manages a warranty period with the manufactures for these services and facilitates timely replacements as per contract terms.

- **Maintenance of Lab Equipment**

The individual faculty members, staff, lab technicians, and other related service personnel are given accountability to maintain the equipment's under their purview. Stock registers, asset registers, logbooks are kept by the respective laboratories to record entries and defects appearing for rectification. All major repairs are recognized, and external expertise is sought for maintenance of equipment wherever necessary. Standard operating systems for all high-end equipment are made available to the users. In-campus users file in the logbooks and are liable for the safe handling of the equipment.

- **Day to Day Emergency Maintenance**

Day to day support includes everyday running repairs, like replacing light bulbs, repairing water leakages, flushing blocked drains, fixing locks and door handles, and other lesser repairs that command day to day maintenance inspections are taken care of by the maintenance technicians and workman.

- c) Support services**

To provide support services with other admin works for portage service, i.e. for removal of items around and from the building and rearrangements made in areas to facilitate teaching, conference, exhibitions, and office spaces.

## **5.2 Energy Management**

Developing an appropriate energy strategy for the energy management of the University. Monthly energy consumptions are analyzed and reviewed to identify the cause, and measures are taken to minimize consumption.

## **5.3 HSE Compliance**

- a) Contractor Access to Secured/Confidential Areas in Campus**

Necessary procedures for contractors to access secured areas on campus while on duty has been established as below:

- The contractor should inform and request the necessary access to campus premises and define the areas of work.
- After confirming the details and scope of work by the facilities and engineering department, the contractor will be granted access.
- The work timings of a contractor are confirmed/allocated by the facilities and engineering department in conjunction with the campus daily operation schedule.



- Upon confirmation, the same is informed to the concerned departments (security/work area department) of the work details and schedule via email.
- The contractor is abided to ensure the sign-in/out at security with all worker details and necessary safety procedures at work areas.

#### **b) Incident Record**

Reports any incident that may or may not have caused injuries to a person or damage to a University asset. It is declared and used as a tool to record injuries and accidents, near misses, property and equipment impairment, health and safety issues, security violations, and workplace misbehavior.

This record will aid in notifying all other departments about the nature of the occurred incident with details and what action was taken to correct the situation and safety measures that were performed and to be followed to avoid the occurrence in the future. Whenever an incident happens, relevant and prompt action should be taken by the facility and engineering department to decrease the risk to people on campus.

The person directly affected in the incident should report to the campus engineer and establish an incident report. Severe incidents should be directly reported to the relevant manager as per the facility emergency protocols and suspend further access in affected area. Notification should be by means, as needed by the administration (e.g. phone, email, web-based on-line form, etc.). Reports should be retained for at least five years (or as explicitly required in each jurisdiction) of:

- Details of the incident
- Details of the notification
- Records of acknowledgments of the notification

The facility and engineering department needs to form a team and investigate to confirm the actual cause(s) of the incident so that remedial action is aimed at preventing recurrence of the event. Corrective and Preventive action is mentioned in the Incident report is raised. A Root cause analysis (RCA) should be provided out for all incidents. The objective of RCA is to identify underlying problems in systems of work or supervision systems. Records of all incident notification, reporting, investigation, and corrective actions should be kept.

#### **● Personal Protective Equipment**

To formalize the use of personal protective equipment for Engineering/Maintenance employees. It is a mandate that employees use proper personal protective equipment when doing tasks that are potentially harmful and unsafe.

- Eye Protection shall be worn when working or following tasks that logically could be injurious to the eye. These tasks involve but are not confined to, welding or brazing, operating with corrosive or toxic materials, utilizing compressed gas including air, working with chemicals either in a liquid or solid-state, operating with infectious or potentially contagious materials, milling, sawing, drilling, or any type of machining of any substance, or servicing of mechanical equipment. Chemical goggles must be used when there is a liquid splash, spray, or mist hazard.
- Hand Protection shall be used where relevant. Gloves shall fit to provide the proper ability for the job being done. Gloves contaminated with oils, chemicals, and grease should be dismissed. Worn gloves (tears, etc.) should be reinstated. Employees must wear proper rubber gloves when working with chemicals. Insulated gloves must be worn when operating around heat.
- Respiratory Protection shall be worn to limit the breathing of air contaminated with harmful dust, fogs, fumes, mists, gases, smokes, sprays, or vapors when the issue cannot be avoided by engineering control measures.

**c) Electrical Safety**

All Maintenance employees who deal with electricity must comprehend the steps outlined below to ensure the safety of themselves and others operating within the University vicinity. Clean and washed uniform, provided by the University, shall be worn by the technician at all times during shift working hours.

**d) Fire Extinguisher Inspections**

To detail the Facility Operations, a process for mandated fire extinguisher inspections is in place.

Every four months Maintenance team, along with the FF contractor, shall visually inspect all portable fire extinguishers/sensors/fire panels. If the extinguisher fails to meet any of these criteria, it must immediately be replaced.

**e) Water Tank cleaning**

Water tank cleaning is conducted by the maintenance team of the engineering department and ensures periodic water tank cleaning practice is done at an interval of every six months' block-wise.

During this course of cleaning, staff/faculty/students should be prior informed to avoid the usage of restrooms, pantry until further clearance is provided for the specific block being cleaned. All safety precautions like wearing PPE's, area cordon-off arrangements need to be made. The engineering department should submit a report on the work conclusion.

#### **f) Pest Control**

Pest control activity is controlled and scheduled by the engineering department with a concerned pest control contractor (approved by Ajman municipality).

Every department should be prior informed of scheduled pest control activity for their area via email. All staff/faculty are requested to submit their office keys at the security station to enable access and to carry out pest control activities. All safety precautions, like wearing PPE's, area cordon-off arrangements are to be made.

Pest control activities are usually scheduled during weekends at late-evening hours to restrict staff/student access to these areas for the next 24- hours after the treatment. Once the treatment is done, the engineering department must give a clearance to use/access to these areas and submit a completion report.

### **5.4 Facility AMC management**

An annual maintenance contract (AMC) is sustained for maintenance of high-end equipment and high-end servers and computers within the University campus.

Periodical PPM's are conducted by all service providers (3<sup>rd</sup> party contractors) to ensure all technical glitches and errors are corrected, thus helping to increase/expand the shelf life of the machines, equipment, and systems.

All PPM's are conducted quarterly, and maintenance report is submitted to facilities and engineering department and this report along with facilities and engineering department internal report is forwarded to the higher management.

### **5.5 Construction Projects**

- In the situation of new project execution on campus, the facilities and engineering department are to be briefed on the project requirements by the concerned department via email/kick-off meetings.

- To facilitate the pre-project tendering process, project requirements are listed, and the facility engineering department prepares a detailed BOQ with specifications/drawings/recommendations with project timelines within seven working days which upon finalization is handed over to procurement department to list/finalize the suppliers/contractors concerned for the project.
- Upon gathering the quotations from suppliers/contractors, procurement needs to send the same to the facilities and engineering department for review and finalization to execute the project within timelines.
- Facilities and Engineering department will prepare a time-bound project program of works for execution within the number of days assigned.
- The engineering department supervises and executes the project with contractors/suppliers. The project is to be monitored and reviewed by the facility engineering department phase-wise to maintain the quality aspects and timelines of the project.
- A detailed weekly meeting with concerned project parties (contractors/suppliers) will be held, and an internal report is to be submitted to the Administration department. The project execution stages will be further reviewed and verified by higher management.
- In every project closeout phase, the facility engineering department needs to arrange a GEMBA walk with the management with an objective to allow managers and leaders to observe the actual work/project process, engage with the work process and explore opportunities for continuous improvement aiding to identify possible snags.
- On completion of a project, the facility engineering department is entitled to submit a project closure report with inference on project details, achievements (savings – cost/time, scope value addition), and future recommendations ensuring complete adherence to government rules and regulations.
- Post-handover of the project, the facility, and engineering department need to implement an area checklist and assign responsibilities accordingly.

## **5.6 Replacement or Obsoleting of Assets/Equipment/Electronics**

Maintenance will involve actions that are to be carried out to replace worn-out assets timely as per the considerations of the efficiency rate and yield.

To avoid e-waste the outdated electronics are put on buyback as per norms, and new items are procured as per below procedure:

- The worn-out assets are first checked if there is an active warranty against it. If in warranty, the respective companies are contacted for repair/replacement.
- If not in warranty and can be repaired by inviting other vendors for quotations to restore the assets.
- If it cannot be repaired/replaced, a scrap disposal report is generated and sent for finance and management approval stating the cause and details. Upon approval, scrap vendors/buy-out as per norms is done.
- Later the items which need to be replaced are sent to procurement with detailed specifications and BOQ for procuring it.

**Document History**

*Approved: Board of Trustees, June 2020*

## MDI Log sheet

### Employee job card

## Policies and Procedures Manual

## Appendix 7.03: Checklist, Incident report

### **HVAC Checklist**

| HVAC CHECK LIST (MM/YY) |                                                                                        |     |    |                             |              |         |
|-------------------------|----------------------------------------------------------------------------------------|-----|----|-----------------------------|--------------|---------|
| S.N                     | DESCRIPTION                                                                            | YES | NO | FINDINGS/ FAULTS IDENTIFIED | ACTION TAKEN | REMARKS |
| 1                       | Checking of oil level and color in all compressors                                     |     |    |                             |              |         |
| 2                       | Check for alarm indicator and related controls                                         |     |    |                             |              |         |
| 3                       | Check the chiller for signs of gas leakage.                                            |     |    |                             |              |         |
| 4                       | Cleaning of air filters                                                                |     |    |                             |              |         |
| 5                       | Checking of voltage and current of motors of all AC units, FAHU's and exhaust fans.    |     |    |                             |              |         |
| 6                       | Checking of chilled water pressure and temperature.                                    |     |    |                             |              |         |
| 7                       | Checking of blower belts and their tension                                             |     |    |                             |              |         |
| 8                       | Checking of electrical system and components.                                          |     |    |                             |              |         |
| 9                       | Checking of safety controls such as high, low pressure cut out and oil failure switch. |     |    |                             |              |         |
| 10                      | Checking of overload relays and functioning of the thermostats                         |     |    |                             |              |         |
| 11                      | Checking of electrical contacts for proper connection.                                 |     |    |                             |              |         |
| 12                      | Cleaning of condenser coils with pressure of nitrogen/water/air blower                 |     |    |                             |              |         |
| 13                      | Cleaning of cooling coils of FAHUs and AHUs with pressure of nitrogen/water/air blower |     |    |                             |              |         |
| 14                      | Checking of chilled water pump and their lubrication.                                  |     |    |                             |              |         |
| 15                      | Checking the general performance of the system.                                        |     |    |                             |              |         |
| 16                      | Checking for undue noise and vibration                                                 |     |    |                             |              |         |
| 17                      | Checking the operation of temperature sensors and 2-way valve and actuators.           |     |    |                             |              |         |
| 18                      | Cleaning and servicing of control panels of all FAHUs and AHUs                         |     |    |                             |              |         |

### **Electrical & Plumbing checklist**

| ELECTRICAL AND PLUMBING CHECK LIST (dd/MM/YY) (WEEKLY) |                          |     |    |                             |                     |              |         |
|--------------------------------------------------------|--------------------------|-----|----|-----------------------------|---------------------|--------------|---------|
| S.N                                                    | DESCRIPTION              | YES | NO | FINDINGS/ FAULTS IDENTIFIED | LOCATION/MACHINE NO | ACTION TAKEN | REMARKS |
| 1                                                      | Electrical meters        |     |    |                             |                     |              |         |
| 2                                                      | SNDB                     |     |    |                             |                     |              |         |
| 3                                                      | MDB                      |     |    |                             |                     |              |         |
| 4                                                      | Lights (30x30)           |     |    |                             |                     |              |         |
| 5                                                      | Lights (60x60)           |     |    |                             |                     |              |         |
| 6                                                      | Lights (120x60)          |     |    |                             |                     |              |         |
| 7                                                      | Water pumps              |     |    |                             |                     |              |         |
| 8                                                      | Transfer pumps           |     |    |                             |                     |              |         |
| 9                                                      | LV panels                |     |    |                             |                     |              |         |
| 10                                                     | handsprey                |     |    |                             |                     |              |         |
| 11                                                     | WC                       |     |    |                             |                     |              |         |
| 12                                                     | Drain lines              |     |    |                             |                     |              |         |
| 13                                                     | Water meters             |     |    |                             |                     |              |         |
| 14                                                     | Basement lights          |     |    |                             |                     |              |         |
| 15                                                     | Floor boxes              |     |    |                             |                     |              |         |
| 16                                                     | Trunking /Exposed wiring |     |    |                             |                     |              |         |

**Policy Title:****7.h Disaster recovery****Policy Type:**

- ☒ New  
☐ Revised  
☐ Discontinued

**Policy Number:** HS07HPO-01**Responsible:** ICT Manager**1. Purpose**

The purpose of this policy is to ensure that City University Ajman IT resources investment of critical data is protected against any large-scale disaster or emergency; and make sure that the critical data will be backed up offsite and City University Ajman management will have control on City University Ajman critical data backups. This policy establishes teams for data recovery and backup procedures to ensure the data safety on offsite site.

**2. Scope**

This policy applies to all employees and stakeholders of City University.

**3. Policy**

1. Ensure city university's critical data is backed up properly on offsite on daily basis.
2. Incremental backup will run on daily basis after working hours between both sites.
3. Only authorized persons will have access on offsite backup facility.
4. City University Ajman IT Manager and R-holdings IT Manager will coordinate in case of any emergency or large-scale disasters like fire, fluid, major electricity failure etc.
5. Approval to access and restore backup from offsite will be given by the President of City University.
6. Authorized persons to operate offsite:

| City University Ajman | Contact Name                       | Contact numbers                                           |
|-----------------------|------------------------------------|-----------------------------------------------------------|
| Authorized person 1   | Imran Ahamed Network Administrator | Mobile: +971 557159315<br>Phone: +971 6 7110000 Ext: 1110 |
| Authorized person 2   | Yasir Saleem Manager IT/Networks   | Mobile: +971 558556002<br>Phone: +971 6 7110000 Ext: 1007 |

**7. Authorized support on offsite (R-Holding)**

| R Holdings LLC | Contact Name               | Contact number                                        |
|----------------|----------------------------|-------------------------------------------------------|
| Support        | Shahid Hameed/IT Help desk | Mobile: +971 569905939<br>Phone: +971 6 745555 Ext 19 |
| Escalation     | Ali Raza/IT Manager        | Mobile: +971 551685664<br>Phone: +971 6 745555 Ext 19 |

**Document History**



*Approved: Board of Trustees, June 2020*

## 8. Learning Resource Center

**Policy Title:**

8.a LRC/Library Policy

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

LR08APO-03

**Responsible:**

Vice-Chancellor/ Librarian

---

**Purpose**

The City University Ajman library aims to provide sufficient spaces, equipment, and facilities to support the programs and research goals of the University. The library is committed to providing and promoting adequate information for students and faculty and strengthening and enhancing the services of the University. The library supports academic growth and vision by developing collections and facilitating access to information resources, effective use of information resources, and critical evaluation skills.

**Scope**

This policy applies to all Students, Faculty, and Library Staff.

**Policy Statement**

The library provides sufficient space for study and research to support classes, group study, and other collaborative activities, with appropriate and adequate equipment and facilities to allow faculty, staff, and students access to electronic databases to perform research, copy and study materials.

The users are expected to abide by the following library conduct policies, and failing to comply with these may lead to prevention from accessing the library on a temporary or permanent basis:

- Library users are always expected to respect library facilities and equipment and not remove any item without proper authorization.
- Library users must avoid any activities or behavior that might cause disruption or interfere with the library's regular use and operation. Such actions include but are not limited to verbal abuse, intimidation, or harassment.
- Use of tobacco or e-cigarettes, food, and drinks are prohibited in the library and talking on cell phones.
- Users may utilize cell phones for texting; audio or video on phones, computers, or

other personal devices is allowed only with headphones and only if the sound is not audible by others.

- The University library has private study rooms available for current students, faculty, and staff; the study room is available upon a first-come or by registration. The registration can be renewed if there is no one waiting in line.
- Activities in the library are always monitored. Anyone may be ejected from the library rooms or the library if he/she is suspected of inappropriate behavior, abusing room usage, or for passing their scheduled time.
- Any damaged room furnishings will be charged to the responsible user.
- Library users are responsible for their belongings and should not leave their personal belongings unattended as the library is not responsible for any materials left behind.
- Library users are expected to comply with the University policy on “Appropriate Use of Technology Resources”.
- Library users are expected to comply with the University “Copyright” Policy and the Copyright Law that governs the making of photocopies or copying of copyrighted material. The library reserves the right to refuse a copying order if it’s in doubt that the fulfillment of the order might cause a violation of the documented Copyright Law.
- Sufficient budget allocation has been made for seamless operation and maintenance of the University Library, one of City University’s major facilities.
- The library collection, including books, copies of bound and current periodicals, has sufficient size and quality to ensure effectiveness in the instructional program of the University. The library collection is well-maintained, and regular repair work is scheduled timely. Library collections are constantly upgraded to improve current educational needs and trends continually. The library collection will also be periodically inventoried and matched with recognized collegiate library lists.
- There is an annual budgetary allocation for the library. This budget is applied to purchasing books, online resources, periodicals, bindings, audiovisual materials, and library maintenance supplies. Circulation records that reflect student and faculty utilization of the library facilities are maintained. A library orientation course is available for freshman and transfer students.
- The library's physical environment is well maintained and has adequate lighting, furniture, fixtures, equipment, and seating capacity, along with sufficient workspace for the library staff.
- The library's technological tools complement the substantial collection of print and

multimedia items. CD and online databases, internet access, a computer lab, and a technology learning center are available to library users.

- The library's main function is to provide educational support for City University, and in attempting to provide such support, the library secures, catalogs, and makes available informational resources relevant to the University curriculum.
- The library assists the institutional instruction program by providing research tools and techniques instruction. City University Ajman library serves as an information center and a hub for cultural enrichment and stimulation.
- The library also offers reference assistance, inter-library loan, self-service photocopying and computers for student use, multimedia equipment and group study rooms, and a comfortable and reasonably quiet setting for self or group study. The library's collection of media, current periodical subscriptions include research material, government documents, and current reading and viewing materials. The library also subscribes to electronic databases, including full-text ones. Staff members are ready to assist students in using the library to help them get the most out of their studies.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

*Revised and Approved: Board of Trustees, Mar 2022*

**Procedure Title:****Library Staff****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** LR08A01PR-01**Policy Reference:** LR08APO-03**Responsible:** Vice-Chancellor

---

**Purpose**

The University ensures that its library's facilities and collections are managed and maintained by professional and qualified staff from the field who have the skills and the motivation to provide students, faculty, and staff with the best library experience. This procedure ensures recruiting qualified library staff with prerequisite years of experience, educational background, and knowledge.

**Procedure**

- The University ensures hiring a sufficient number of professionally qualified staff to administer the University Library services, maintain its collections and provide information technology support. The librarian position must have at least a master's degree or equivalent in the field with substantial experience in Library resources and administration. Similarly, other library staff members must have relevant professional qualifications in Library Sciences; Continuous training and development to improve services and keep up to date with the latest developments in the field and digital service are integral to the library's move towards efficiency.
- Library staff must be available to students, faculty, and staff members during library hours to provide all the necessary support and assistance on a day-to-day operational basis. All Library staff are expected to act professionally with other staff members, faculty members, and students and maintain a positive learning and working environment.
- The recruitment of Library staff is done by the University's recruitment policy, which depends on specific requirements, including qualifications and education, experience, training, and knowledge.
- Library staff is expected to be flexible in carrying out multiple tasks promptly and provide any extra help or service that the University expects from them, including the demands for creativity and service –improvement.

- Library staff provides training courses and workshops for students and faculty about electronic resources, scientific enrichment, and bibliographic search skills.
- The library staff is responsible for welcoming visitors and introducing the library internally and externally.
- The University provides the required training for the library staff.

**Document History**

*Approved: President, Mar 2022*

**Procedure Title:****Library Operations****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** LR08A02PR--01**Policy Reference:** LR08APO--03**Responsible:** Vice-Chancellor

---

**Purpose**

This procedure serves as a guide to the University community on the operations and services provided by the library. It highlights the library's commitment to providing the necessary support for orientations, workshops, services, and personal assistance to students, staff, and faculty members. This support is designed to meet the users' needs and fosters a positive environment and atmosphere that promotes students learning experience and research capabilities. The University library is also focused on regularly evaluating its services and operations, addressing the user's input for continuous improvement, and ensuring and maintaining the library user's satisfaction.

**Procedure**

The library is committed to operating daily to meet the needs of its users. The library is committed to provide regular workshops, orientations, personal assistance, and other services to faculty, staff, and students to develop essential information literacy skills and locate, evaluate, and use knowledge and information available to them.

The library ensures providing sufficient and appropriate services, facilities, and resources to its users, as articulated in detail in the relevant Library Policies and Procedures – Library Collection Procedure, Selection and Acquisition Procedure, and Circulation Procedure.

The library also ensures proper use of its technology systems and resources and compliance with image reproduction and copyright law.

During daily hours of operation, at least one library staff member is stationed at or near the front desk to answer questions or guide patrons to the collections or facilities needed.

**Evaluation**

The library facilities, environment, services, staff members, resources, and operating hours are regularly evaluated by the faculty, staff, and students via the annual organizational

satisfaction survey. The librarian's responsibility is to address the user's feedback and recommendations and develop an action plan for areas requiring improvements to render the library facilities and services.

### **Library orientation**

The library offers instruction sessions for all classes regularly and through faculty requests. The City University Ajman library provides an orientation on all library and information/learning resources, privileges, and services to all new students and faculty members at the beginning of each semester. Additional training on any aspects of the library's resources and services, such as accessing databases and e-resources, are provided if needed or requested. Although sessions are primarily intended for new students and faculty, any library user may participate. Topics typically covered in training sessions include but are not limited to:

- Use of the library online catalog
- Use of e-resources
- Conducting database research
- Library website content
- Internet search techniques
- Library policies and regulations.

Librarians work closely with faculty to develop library instruction sessions that are tailored to a specific class assignment. The sessions may cover using print and electronic resources, introducing the library services and resources, finding scholarly (peer-reviewed) journals, searching discipline-specific and advanced electronic resources, web research, evaluating search results for credible sources, citing, and/or avoiding plagiarism.

### **Operating Hours**

- Students, faculty members, and staff have access to the City University Ajman Library from Monday to Thursday from 9:30 am to 10:00 pm, Friday from 9:30 am to 12:00 pm, and 2:00 pm to 6:00 pm. Saturday, Sunday, 11.30 to 7:30 pm. The library is closed on UAE public holidays.

### **Library Services**

City University Ajman library provides appropriate services, including efficient book and periodical circulation, acquisitions, access to electronic resources, and interlibrary loan



services. The book collections contain print and e-books in areas relating to programs offered at City University. Over 5 Online databases and three hard journals are provided for research. The library provides the following facilities to its user:

- I. *Books Section*: This section contains printed books in all areas relevant to the programs and course curriculum. The books may be borrowed as per the specified circulation procedure.
- II. *Circulation Section*: Administers the issuing of books, returns, renewals and helps users in various other services.
- III. *New Arrivals Section*: This section offers a proactive service of displaying the latest books in library possession.
- IV. *Inter-Library Loan Facility*: The Library has arrangements with 4 Universities.
- V. *E-Learning Facility*: To make maximum effective utilization of library's subscribed online databases (e-books and e-journals) have been integrated with LMS student and faculty portal to ease accessing of online resources both ON and OFF campus.

- a. At the start of each semester, the librarian will assess current subscription-based offerings within the library

- Review all subscription-based sources

- i. Document Availability (date to date)
- ii. Document Usage numbers (faculty, staff, and students)

- Call for requests regarding currently unavailable resources/tools
- Make decisions regarding the subscription status of resources based on usage and request data.

- b. Before the start of each semester, the librarian will work with e-book/textbook providers to ensure timely availability of textbooks for all faculty and students for the coming semester.

- The registrar will provide the librarian & e-book supplier a list of offered courses along with the preliminary list of textbooks needed for each offered course.
- The supplier will return with a matrix of the same course/textbook list with three different variables depicted

- Books accessible and available to faculty and students immediately
  - Books accessible but not yet available to faculty and students with rationale as to lack of availability

- Books not accessible from the supplier-Rationale why the book is not/no longer available
- 2-4 alternative titles which are immediately available from the supplier
- Librarian will send the list of alternative titles to the relevant faculty member(s) and their chair for a decision.
- Relevant faculty member(s) and their chair will send their decision to the librarian.
- Librarian will compile a list of all chosen alternative books and deliver the list to the supplier.
- Librarian will follow up to ensure the supplier has made the chosen alternatives accessible to both faculty and students.

c. Ensures the proper use of its technology systems and resources by users and ensures compliance with image reproduction and copyright law.

- Librarian and staff ensure that all software and licenses allowing on, and off-campus access are current and up to date
- Library staff ensure that online resources such as journals that are listed as available are accessible within the library, on campus, and off-campus.
- The rules and regulations about computer usage in the library are posted in clear sight of all who enter.

d. Offers an opportunity to its users to evaluate its services.

- The library staff offer opportunities to its patrons (faculty, students, and staff) to fill out a short feedback form informing the strengths and opportunities for improvement.

### **Library Support Services**

- The library provides multiple display options to connect students with the collection and highlight campus events. Displays include new books, bestsellers, topical displays (monthly or seasonally themed, tied into campus events), and subject-specific displays. The displays also have the added benefit of increasing the circulation of displayed books.
- The library website offers on-campus and 24/7 remote access to online resources, including article databases, eBooks, and streaming videos. A variety of additional online resources are available such as library handouts, database

tutorials, and links to online textbooks.

- At the Reference desk, librarians provide one-on-one instruction. Librarians staff both in-person and online reference, providing complete coverage for all the library operating hours.
- The online reference “Ask a City University Ajman Librarian” chat reference service is accessible from the library homepage. In addition to regular library hours, a librarian staffs this online chat at prearranged times during intersession, when the physical library is closed.
- Reference services include teaching and guiding students in using the numerous print and electronic collections available at the library and remotely.

### **Copyright Law**

- The institution ensures that the library services would be purely for academic and personal use only; under no circumstances would they be used for commercial purposes. Copyright issues are not to be taken for granted as violating copyright issues may lead to legal disputes between publishers and City University. As a policy, City University Ajman does not disclose the user id and password to outsiders to abide by copyright protection rules. Students, faculty, and staff are encouraged not to download or forward any content to an outsider who is not an authorized user. City University Ajman doesn't support any device, software, or learning resource that is not purchased by or licensed to City University. City University Ajman reserves the right to refuse, prevent, or withdraw access to Users and/or particular devices or software where it considers unacceptable security threats or other risk factors associated with City University Ajman image or infrastructure.

### **Self-Evaluation**

City University Ajman conducts self-evaluation of its technological resource requirements based on evaluation and feedback from all stakeholders from time to time. The feedback from various stakeholders such as the student, faculty, and staff were considered in the introduction of the UMS (University Management System) to meet growing requirements and mobile learning. The feedbacks for orientation programs by various stakeholders are part of the annual performance appraisal of the learning resource center staff. The Student Satisfaction Surveys evaluate the extent of students' satisfaction with the various departments, including the library.

### **Survey**

Survey questions address the adequacy and appropriateness of library and learning/information resources and services in meeting the needs of educational programs, associated practices, and research endeavors. Survey questions also address library services and resources such as current databases, publications, electronic and digital support tools. City University Ajman Library evaluates these services through a regular assessment process for Library collections and services and assesses whether resources and services are adequate for the University's intended purpose and are easily accessed and utilized. City University Ajman takes responsibility for and assures the security, maintenance, and reliability of services provided either directly or through a contractual arrangement.

The University Library maintains the security of the library collection with magnetic strips in each title and a gate that detects any magnetic materials exiting the building. At circulation, each magnetized item is de-magnetized for the loan duration. Any item not processed at the circulation desk will set off the security alarm at the library's exit.

**Document History**

*Approved: President, Mar 2022*

**Procedure Title:****Library Collections****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** LR08A03PR-01**Policy Reference:** LR08APO-03**Responsible:** Vice-Chancellor

---

**Purpose**

The University aims to provide sufficient learning resources to its students and academic staff members to support its academic curricula, teaching, learning, and research needs. This procedure serves as a guide for reinforcing the library's mission via developing, maintaining, and evaluating collections and sustaining quality and relevant, balanced library collections for optimal use. Furthermore, this procedure provides a framework for the essential principles and guidelines in selecting, acquiring, replacing, evaluating, retaining, and maintaining library resources by establishing roles, responsibilities, and processes.

The University's Library is committed to offering appropriate and adequate learning resources and providing both on and off-campus access to services and learning materials in traditional and electronic form, including databases, periodicals, and books. In addition, interlibrary loan services for its students and faculty members help meet and support their academic and research needs.

**Responsibility for Collection Development:**

The library invites all users from students, faculty members, staff, Library and Information Resources Committee, and other community members to recommend materials within their disciplines and programs and their research interests, which are to be purchased. The collection development responsibility lies with the Librarian, who serves as liaison to the academic units to acquire the requested materials upon fulfilling the collection procedure guidelines and meeting the approved budget. The library also utilizes selection tools, publications reviews, bibliographies, and catalogs from publishers to select materials.

**Budget**

The library must set an annual collection development budget based on needed evidence and recommendations from faculty members, students, staff, and Library Advisory Committee. The proposed budget shall include anticipation of inflation on the cost of resources such as databases and journals and shall be reviewed by the Finance department before final approval.

### **Library Resources**

The library makes available the following collections to its users:

- Textbooks.
- Electronic resources.
- Newspapers
- Standard scholarly periodicals, including e-journals.
- General and popular journals and magazines
- Manuscripts and Archives collection.
- General books related to necessary fields not covered by the curriculum.
- Standard reference books for specific fields covered by the curriculum.
- Books for leisure reading.
- Special collections include reports, conferences, and seminar proceedings.
- Current issues of periodicals recommended by faculty to support the standard books of general reference.
- Maps, and recordings, including offline and online databases.
- Electronic books and Electronic journals by subscription.
- Various types of scholarly material, thesis, and projects.

### **Collection Maintenance and Evaluation**

The library must ensure that its learning materials are preserved and stored under proper conditions through diligent and appropriate handling and use of an effective security system to eliminate mutilation and robbery and migration into digital formats; or through substituting and repairing damaged materials.

If valuable and unique materials related to history or arts are available, they must be preserved in their original format as far as possible. When repairing these materials is extremely expensive and, in some cases, impossible, reformatting them or digitizing their content may replace the original damaged format.

It is the responsibility of the library staff members to preserve the library collections and prevent their loss through theft and in addition to maintaining damaged library materials and modifying their format as necessary to maintain the intellectual content.

### **De-selection (Weeding)**

The library must ensure on an ongoing basis that up-to-date materials and resources that meet the curricula and research needs are maintained while eliminating materials that are not in good condition and are outdated for creating space for new materials and ensuring space optimization. The participation of faculty members in the weeding process is encouraged, yet the final decisions rest on the Librarian.

The library utilizes the CREW method (Continuous Review, Evaluation, and Weeding) to eliminate unused and outdated materials from the collection and identify the collection gaps or require new items. The following aspects are considered in the weeding of library materials:

### **Retention**

- Valuable history for research
- Previously used data
- Achieved copies with a value

### **Discard**

- Trivial subject matter including topics that are no longer subject of interest.
- Unused set of books not circulated for more than the specified year outlined in the procedure
- Unneeded duplicates editions
- Material on poor appearance

### **Replacement**

The Librarian is responsible for replacing materials and damaged or missing resources based on the following criteria.

- The replaced item needs to meet the library collection procedure.
- The importance of the title and topic
- The frequency of use to justify the replacement.

- If the item to be replaced is not available in another format (electronic format)

## **Gifts and donation**

The library emphasizes donating books and other materials supporting the collection and enhancing the University curricula. The Librarian's responsibility is to review donations/proposals to donate and make a decision according to the collection development procedures. The Librarian is entitled to reject a donation by providing a valid explanation for the rejection. All accepted donations are the solitary property of the library.

## **Procedure**

1. In collaboration with Program Heads and College Deans. These requests are streamlined through University Councils; the library plans the acquisition of textbooks, electronic databases, and other learning resources per the academic programs curricula and other research interests of the users.
2. The Librarian is responsible for ensuring updated, appropriate Learning Resources, regularly reviewing its learning resources, and proposing to Program Heads and College Dean any recent editions and relevant new materials.
3. The Library personnel ensures the availability of all such learning resources through borrowing and on-time return of printed material to make it available for other readers while maintaining a backlog of learning resources procured from the research budget.
4. The library ensures the availability of technical assistance to all users, including enhancing the skills of their personnel for the applications utilized for library operations.
5. The University ensures the training of library personnel to enhance their knowledge and skills for better customer service, IT skills, and locating resources.
6. Each course taught under different programs has listed the prescribed textbooks and related reference books.
7. The library will ensure that at least two copies of these prescribed books are available in the Library Collection before each semester's commencement.
8. The Library information resources budget is applied for series, periodicals, standing orders databases, reference books, and materials that the University Library suggests. Journals are bought from the Library materials general fund.
9. The library will work with the designated faculty liaison to procure resources needed



by each College. The faculty liaison from each College will put forward the requirement(s) to the University Library.

10. The faculty liaison ensures that selection and acquisition in their respective collection are appropriate to the different courses taught and up to date.
11. The University Librarian will keep the entire Library Collection in good shape, considering each department's requirement. The acquisition is shared accountability between the academic programs and the library.
12. The members of the Library Committee, working with faculty in their disciplines, request information sources for the library. The library assists the committee by supplying the necessary selection tools in each subject area.
13. Each concerned department ensures that the instructional e-resources suggested meet the unique learning requirement of each student and support the instructional program of effectiveness.
14. The City University Ajman Library has a budget allocation for its Collection development. A part of the library is devoted to each section. Allocation is made by the Planning and Budgeting Committee based on the Academic Departmental requests made each year. During the year, information resources demands are submitted to every University's Librarian.
15. The library procures the materials from local and international vendors, invites quotations, and ensures that the materials are processed and made available to the readers by the beginning of the Semester.
16. The University Library supplies broad information sources to fulfill the established Goals and Objectives of the University and the many programs within the curriculum. The library ensures that a balanced collection growth is made by considering the requirements of each program considering the budget available for the purpose.

**Document History**

*Approved: President, Mar 2022*

**Procedure Title:****Library Cooperative Agreements****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** LR08A04PR-01**Policy Reference:** LR08APO-03**Responsible:** Vice-Chancellor

---

**Purpose**

The University emphasizes collaborative efforts with other learning resource centers to expand its services and facilities for students, staff, and faculty members in scientific research via seeking cooperative agreements to determine joint activities, engagements, and services conducive to the University's community and vice versa. Furthermore, the University promotes cooperative agreements with public and private learning resources centers to serve and fulfill the library's mission and, consequently, the institutional mission. The University, therefore, deems it necessary to regularly assess and evaluate its cooperative agreements to ensure that the mutual engagement, activities, and services are effectively enforced and support the achievement of its institutional strategic goals.

The University library is committed to seeking cooperative agreements with other learning resource centers for extending the access and resources of materials that the University doesn't own to its users and vice versa. The cooperative agreements must not replace the University library's collections. Instead, they shall serve as an extra instrument for the University to improve the services and openness to the external environment, the development of fields of cooperation, and collection enhancement of the library. The University Librarian is responsible for establishing cooperative agreements with other universities' public and private entities to create a library consortium among libraries that accomplishes the library's mission and, ultimately, the Institutional mission.

**Scope of Cooperative Agreements**

The University Library must ensure that the scope of cooperative agreements with other learning resource centers fulfills its strategic goals and mission and ultimately supports the University mission's achievement. Also, cooperative agreements must act

as an official mechanism for seeking partnership activities and determining future projects.

Faculty, staff, and students can access the resources and collections of the other cooperated universities and entities, and vice versa, by the agreed scope in the agreement.

### **Cooperative Agreements Evaluation**

Cooperative agreements must be periodically evaluated to assess the extent of the mutual engagements, services, and activities conducted during the agreement's period and make the appropriate decision on the continuation and discontinuation of the cooperative agreements. The evaluation of cooperative agreements must consider the degree of mutual engagement among learning recourse centers, the degree to which the affiliated learning recourses centers support the library and institutional goals, and the degree to which implementation is efficient in terms of services executed.

### **Procedure**

1. The Librarian selects the universities or learning resource centers to which City University Ajman seeks cooperative agreement; the selected universities or learning resource centers must match the City University Ajman offered programs in the United Arab Emirates.
2. The Librarian share with the Library Advisory Committee the selected universities or learning resource centers in which City University Ajman seeks cooperative agreement for committee feedback and approval.
3. The Librarian set up a meeting with the librarian of the selected universities or learning resource centers to discuss a cooperative agreement opportunity and agree on the terms and conditions of the agreement.
4. The Librarian exchanges the draft cooperative agreement with the librarian of the selected universities or learning resource centers.
5. Once both parties agree on the cooperative agreement's terms and conditions, the Librarian and the second party duly sign and stamp the agreement and keep a copy in the Library.
6. The Librarian shall inform all the colleges, departments, and students of the signed cooperative agreements and the additional resources that all City University Ajman users can access and benefit from.
7. The Librarian shall ensure the publicity of the cooperative agreements in all City

University Ajman publications.

8. The Librarian shall conduct a periodic evaluation by the end of each academic year to assess the agreement's success and submit recommendations to the Library Advisory Committee.

**Document History**

*Approved: President, Mar 2022*

**Procedure Title:****Library Circulation****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** LR08A05PR-01**Policy Reference:** LR08APO-03**Responsible:** Vice-Chancellor

---

**Purpose**

The library circulation procedure facilitates the access of the University community to the resources and materials in the library collection. It provides information on the University card, borrowing and restrictions, the loan period, fines and charges, lost and damaged materials, privacy, and confidentiality. It also outlines the terms, responsibilities, and conditions under which all types of materials owned by the University may be borrowed from the Library. The purpose of this Procedure is to provide equitable access for the University Library community, maximize the availability of Library materials and resources, minimize inconvenience to Library readers, ensure the provision of a high level of quality services, and promote efficiency in all book loans operations.

The University Library is committed to providing fair access to collection and services for all students, faculty, and staff members to promote an environment conducive to study and research and fulfill the University community's educational needs. Learning materials from the library collection can be borrowed with a different period, based on the type of material and the user's status and position.

Electronic learning materials are distributed among students and faculty members via the University learning management system. All use of learning resources - provided network connections falls under the University computing policy. The Library designated some of the University learning resource materials as non-circulating, including faculty resources and those in the special collection.

**Reader Behavior**

The University Library provides services to meet the instructional and research needs of its students, faculty, and staff and the Institutional mission. All Library readers are subject to the rules and regulations of the University Library.

### **Readers' Accessibility**

Library readers are encouraged to access its collections themselves whenever possible, without the need for Library staff. The Library system will enable students to access the portal that will take them to the pages of e-Resources subscribed by the Library.

### **Borrowing and Restrictions**

Library users can borrow books or any learning material for a certain period outlined in the procedures upon presenting a valid ID card. Students can return physical items at the end of the borrowing period or before their due date.

Some books may be restricted to short-term borrowing or placed in the Reserve Section to allow all students access the books, depending on the demand for course materials. Materials unavailable for a loan are located in the Reference Section and Special Collections. The General Collection books usually are available for long-term borrowing. Library borrowing rules and restrictions are as follows:

- Books marked Reference only cannot be borrowed. They must be consulted in the Library area.
- All books are on ordinary loan. The period of the ordinary loan depends on the position of the borrower, whether a faculty member, student, or staff.
- Books must not be removed from the Library unless they have been borrowed in accordance with regulations.

### **Shelving and Display**

All Library staff must be available and ready to assist and guide readers to find the materials on open shelves. Newly arrived books and periodicals shall be displayed near the circulation and information desks for browsing and ready reference for all readers. A list of new acquisitions shall be made available in the "Current Awareness Bulletin."

The Library ensures the main collection and reference section are on an open shelf system. Library readers will be encouraged to select and fetch material without the need for library staff assistance. However, if any further assistance to readers is required, the Library ensures the availability and support of its staff members.

The Library offers a range of Arabic and foreign languages newspapers to support the users' interests and comprehensive information needs of the University. The electronic versions shall remain available, whereas printed copies are retained for a specific period outlined in the procedures.

### **Library Services for Readers**

1. Reference and reader Education.
2. Educational Resources on the Internet.
3. E-Journals.
4. Circulation and Reserves.
5. Donation and Exchange Programs.
6. Orientation Programs and Guided Tours.
7. Online Catalogs.
8. Photocopy Service in coordination with Auxiliary Service Department.
9. Group Study Rooms.

### **Membership Card**

All students must use their valid University ID card to access the Library services. Without presenting a valid University ID, users will be unable to issue items or receive any benefits. The University does not encourage the University ID of students, faculty, and staff members to be transferable. The responsibility for any issued items will be held to the person to whom any card is issued, except when card loss has been reported to the librarian.

### **Fines**

If library materials are not returned on time, an overdue notice will be sent to the student on return items overdue, and a fine will be placed on the student's account. Any fines paid are non-refundable.

### **Lost Materials**

Library users, including students and faculty, are financially responsible for any material checked out and lost. If returning lost material in good condition, the user will be refunded the amount paid against the lost material.

### **Procedure**

City University Ajman Learning Resource follows open-shelf systems. Users are encouraged to select and fetch material without intervention by the Library staff. However, the Library staff will gladly assist users who cannot access items on open shelves themselves. Also, wherever possible, access to databases is provided across networks that are usually accessible at all times and everywhere with an internet connection.

City University Ajman Learning Resource staff are authorized to inspect any books in possession of users leaving the Library.

Staff members will update patron records already in the system as needed.

Books must not be removed from the Library unless they have been borrowed by the regulations:

- i. It shall be possible for the borrower to renew borrowed books if another reader does not require them. Books will be renewed in person, through the Library computer system, or by telephone.
- ii. The City University Ajman Librarian shall extend borrowing privileges to any registered students, eligible faculty/staff, alumni, and others approved by the Library.
- iii. Books borrowed from the Library must not be taken abroad unless special permission has been obtained from the Librarian.
- iv. No person shall be able to borrow a book from the Library if they do not pay any fine or charge incurred.
- v. The Library will hold the borrower whose name appears on the card responsible for all uses made of the card. Reader responsibility shall include immediate notification of lost, stolen, or damaged cards; reporting and payment for lost or damaged materials; and reporting any address changes.
- vi. The Librarian may require the quick return of any book from any borrower after it has been on credit for seven days during term or vacation.
- vii. Students who took the final exams should have stopped borrowing privileges. Upon graduation, they shall have the option of registering as alumni members.
- viii. The Librarian has the right to apply special conditions governing the use or loan of any item. For
- ix. For the annual inventory, all Library books shall be returned to the Library before the end of each term, at a date to be announced by the Librarian. The borrowing of books shall be stopped during this inventory period but will be



resumed not later than 2-4 weeks after the beginning of the inventory. This procedure usually takes place during Summer break.

- x. Reference materials and journals will not usually be placed in the short-term loan collection; however, photocopies of journal articles may be placed within the collection subject to copyright rules.
- xi. Periodicals form an important part of the Library Collection and are not usually available for loan. It is becoming gradually more suitable to purchase electronic access or document delivery services for periodicals, rather than acquired through subscription.
- xii. Requirements for new subscriptions should indicate why the subscription is necessary and if it can be supported by cancellation(s) of similar value.
- xiii. Printed Materials may be placed in the short-term loan collection (less than two weeks), where demand is expected to be high for an explicit period. Usually, only one copy of a book, journal article, or other material will be placed in the collection.
- xiv. Library members shall have a loan of up to the limit of items allowed within their kind of membership, but this may be set on the number of items loaned in certain categories of materials. The Librarian with special conditions may increase the maximum number of loans allowed per person.
- xv. Academic staff is requested to inform the Library in good time to ensure that a copy can be retrieved from stock and placed within the collection. Personal copies of the material may also be placed within the collection.

The loan period for any item circulating in the General Collection depends on the items type and loan categories as mentioned below:

| Patron            | Quantity | Duration |
|-------------------|----------|----------|
| Faculty           | 20       | 90 days  |
| Staff             | 5        | 30 days  |
| Enrolled Students | 5        | 7 days   |

**Document History**

*Approved: President, Mar 2022*

**Procedure Title:****Library Selection and Acquisition****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** LR08A06PR-01**Policy Reference:** LR08APO-03**Responsible:** Vice-Chancellor

---

**Purpose**

This procedure guides the University community in developing and sustaining learning resources and materials that meet the academic programs' needs and the institutional mission. The procedure outlines the framework and criteria for selecting and acquiring materials to ensure acquiring sufficient and up-to-date materials that best suit the curricula and research needs of students, faculty, and staff members. In addition, it identifies the responsibilities of the library personnel and academic departments for recommending and selecting the appropriate material to ensure collection availability to all users.

**Procedure**

The library is committed to ensuring that the selection and acquisition of readings and references, including but not limited to periodical subscriptions, and books are sufficient and up to date, to meet the needs of students, faculty, and staff and establishes a collection that covers various materials and resources best suited to the instructional curricula and research goals.

**Responsible for Selection and Acquisition**

In coordination with the faculty members, the library staff select the appropriate learning resources and references that meet the library's core collection needs, the academic departments' needs for their curricula, and support the Institutional mission. The library must ensure and maintain the collection available for all its users.

**Selection and Acquisition Criteria**

The library shall supply various information resources in printed and electronic format. Selection and acquisition of those materials are based on the below criteria:

- Significance to teaching and research within the University.
- Currency, especially in a field where information becomes out of date quickly.
- Academic importance and intellectual level; » Expected demand.
- Author's reputation, skill, and significance; » Price, Format, and ease of use.
- Contemporary significance or permanent value; » Physical form of suitability.
- Listing in the professionally recognized selection and acquisition aids.

### **Allocation of Funds**

The expenditure of all library funds is the responsibility of the librarian. A portion of those funds assigned to purchase library materials and subscriptions is allocated to each academic department annually. Other general resources under the authority of the library personnel are reserved for the following: additional references, learning materials required in the library collection, materials in subject areas not included in the curriculum, and damaged or missing materials.

### **General Guidelines**

1. Academic Programs designate faculty members who discuss library matters of interest with the University Librarian.
2. The responsibility of a library is to supply items necessary to maintain course instruction and encourage individual reading and research. At the same time, it is the responsibility of the University Librarian to keep the general Library collection available for the user.
3. The library depends on the faculty for the material quality of a particular curriculum discipline and on-time requests to make the material available (minimum of eight weeks).
4. The library helps by providing those catalogs, standard lists covering a specific discipline, and information on publishers and service providers.
5. The Library items' fund segment is set apart and given to each college. The Finance Department decides allocations based on the college's requests each year. The requirements are suggested to the University Library of each College.
6. The Budget of the Library materials is used for reference books, standing orders, series, periodicals, e- databases, and things suggested by the University Library, utilizing standard records as a part of the request to assemble a balanced gathering. The University Library exists to give a broad mixture of materials and assets essential to fulfill the Goals and Objectives of the University and the programs.

7. Selection relies on an effective partnership between each academic program and the library. The University Library is responsible for acquiring materials as a mix of both printed and non-printed resources.

### **Selection & Acquisition Criteria**

The University Library supplies a wide variety of information resources in printed and electronic format. Selection and acquisition of those materials are based on the below criteria:

- i. Significance to teaching and research within the University.
- ii. Currency, especially in a field where information becomes out of date quickly.
- iii. Academic importance and intellectual level.
- iv. Expected demand.
- v. Author's reputation, skill, and significance.
- vi. Price, format, and ease of use.
- vii. Contemporary significance or permanent value.
- viii. The physical form of suitability.
- ix. Listing in the professionally recognized selection and acquisition aids

### **Document History**

*Approved: President, Mar 2022*

## 9. Fiscal Resources, Financial Management and Budgeting

### Policy Title:

9.a Internal Audit Policy

### Policy Type:

- ☐ New
- ☒ Revised
- ☐ Discontinued

### Policy Number:

FR09APO-03

### Responsible:

President; Financial Controller

---

### Purpose

The purpose of this procedure is to describe the process for the disposal of fixed assets, disposal of inventory having value, disposal of scrap with or without value; to strictly control short or long term storage of scrap, waste and equipment to reduce costly storage of non valuable or obsolete material and equipment.

### The Policy:

- An internal audit is meant for BoT, and the auditor's report to BoT through the President on the accuracy of books of accounts and records and the compliance with internal control procedures.
- Upon completion of the internal audit, the internal auditor submits a report to the President, identifying risk areas and weaknesses in the internal control systems.
- Internal audits include an audit of sample transactions and control procedures.
- On the basis of the advice of the internal auditors, recommended changes to procedures will be discussed and appropriate changes documented and implemented.

### The Internal Audit and Compliance Office (IACO)

The IACO of the University is an independent, objective assurance and consulting activity designed to add value and improve the University's operations.

The IACO assists the University in accomplishing its mission and objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the University's governance, risk management, and internal control processes.

The IACO reports to the Board of Trustees and administratively to the President. In order to maintain independence, the office does not have operating responsibilities for management processes or internal controls.

### The Audit Process

1. Selection: Audit plans are based on a comprehensive risk assessment, including risks identified by the Board of Trustees, the President, and the Executive members.
2. Planning: During the planning stages of an audit, the lead auditor will review prior audits of the unit/department, research applicable policies and procedures, and any relevant

UAE laws and regulations. Audit programs are developed per the objectives and scope of BoT and the President.

3. The Head of Internal Audit sends the annual internal audit schedule to the President.
4. Fieldwork: This is where the audit team will gather information about the unit by interviewing, observing processes, confirmations, analyzing data, and performing tests of controls (including testing technology controls). The audit team will determine the adequacy and efficiency of internal controls of the unit's operation. The audit team will also incorporate best/good practices to evaluate if processes are operating efficiently. The audit team will try to schedule on-site fieldwork visits at a time where there will be minimal distraction from the day-to-day operation of the unit.
5. Observation(s): The auditor will document any observations during the fieldwork. During the fieldwork, the auditor may discuss observations with management or give periodic progress updates to management.

Preliminary Report and Discussion: The auditor prepares a report. The report contains the purpose, scope, and results of the engagement and, most likely, has recommendations for management to consider. The report contents are discussed with management as many times the best solution to an observation comes from management

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

**Policy Title:****9.b External Audit Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FR09APO-03

**Responsible:**

President; Financial Controller

---

The external audit program complements the internal auditing function of the University. It provides the Board and senior management with an independent and objective view of financial statements' reliability and internal controls' adequacy for financial reporting.

Each year, the Board appoints an external auditor of the University. The external auditor must be an independent organization, such as an accounting firm, and reports directly to the Board. The external auditor conducts an annual review of the financial records and issues an audit report.

The Board also appoints an Audit Committee. A member of the Board with a finance background and career experience serves as the chair. The Audit Committee makes the actual selection of the external auditors.

The external auditor has access to all University financial data and accounts and performs the audit using the Generally Accepted Accounting Practices. The external auditor submits the audit report to the Board two months after the end of the Fiscal year.

The Audit Committee receives and reviews the audit report before recommending any action to the Board. The Audit Committee is authorized to solicit and review proposals from interested accounting firms for review before making recommendations for Board action.

The Board approves the Audit Committee report to complete the audit cycle.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*



**Policy Title:****9.c Budgeting and Planning Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FR09CPO-03**Responsible:** President/Financial Controller

---

Coordination between budgeting and planning is essential to both effectiveness and consequently to achieving the University goals and objectives. The Financial Controller monitors the financial and economic expectations concerning the budget.

**Budget Preparation**

The Financial Controller send budget format through email to departmental heads requesting to plan their department's annual budget for the next financial year.

The President will chair the first budget meeting with:

- Vice-Chancellor;
- College Deans;
- Administrative department heads.

Detailed briefing is given to the participants on the budgeting process, and participants put forward their respective recommendations & suggestions.

The President chair the second budget meeting with:

- Vice-Chancellor;
- Director of Administration & HR;
- Director Enrollment;
- Director for Quality Assurance & IE;
- Director of Research and Development;
- Financial Controller;
- Head of Students affairs;
- IT Manager; and
- Chief Engineer.

A detailed briefing is given to the participants on the budgeting process, targets, future challenges, student services, facility enhancement, research, and development, and participants put forward their respective recommendations & suggestions.

Administrative department heads discuss their annual budget supported by the itemized details along with the justification with the President. Justification of each budget line item is mandatory for it to be included and discussed during the reviews. Failure to have

justification may result in the removal of the budget line item. After reviewing it, President approves departmental budgets and is forwarded to Financial Controller for consolidation.

Budget requests are based on the actual expenditures of the current year to date and stated goals for the following Financial year in concert with the University's operational plan.

#### **Short-term and long-term financial planning:**

Financial Controller prepares short-term financial plan according to the budget formulated. It is the responsibility of the Financial Controller to ensure the University's sustainability and arrange finances for the smooth operation of the University.

Long-term and short-term requirements are listed in the budget documents seeking BoT approval.

Financial Controller assists the President in budget finalization.

The President presents the budget and financial cash flows to BoT for approval.

After the BoT approves the proposed budget, email is sent to the department heads informing them the BoT approves their department budget.

The approved budget and any amendments approved by the BoT are maintained by the Secretary to the President's Office. After the budget is approved by the Board of Trustees, no further modification can be done.

The Budget Comparisons Report is monitored and prepared quarterly and demonstrates actual expenditure versus approved budgeted expenditures. This report is sent to the President for review.

If any budget revision or reallocation of the budget amount is required among various departments, the department head will seek approval from the President's office.

The President presents the final and revised budget proposal to the BoT for approval.

#### **Unspent Funds**

Funds allocated in the approved budget for any financial year must be spent or utilized within the same financial year. Unspent funds shall not be carried over to the next financial year. The head of the department can submit unutilized funds as part of the future budget plan with appropriate justification and follow the full budgeting process.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

*Revised: Board of Trustees Aug. 2020*

**Procedure Title:****Budget Preparation Procedure****Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** FR09CPR-01**Policy Reference:** FR09CPO-03**Responsible:** Financial Controller

---

**PURPOSE**

This procedure describes the budgeting process timeline at both the unit and institutional levels. The Financial Controller prepares a short-term financial plan according to the budget formulated. It is the responsibility of the Financial Controller to ensure the University's sustainability and arrange finances for the smooth operation.

**PROCEDURE**

The process of budgeting involves the following steps:

1. Financial Controller Office Issues budget calendar of events and deadlines.
2. The budget preparation process starts by emailing the concerned College Deans and Head of Departments (HODs), requesting them to prepare their budget requirements for the next fiscal year and share them with the finance department. (3<sup>rd</sup> week of October)
3. Follow-up with Deans and HODs begins and takes their initial inputs related to their budget requirements for the next fiscal year as well as if they foresee any changes in the long-term plan of their respective departments. (4<sup>th</sup> week of October)
4. Financial controller follows up with HODs and collects the final requirement of their department's budget. (1<sup>st</sup> week of November)
5. First meeting is held for the next fiscal year budget with the President, Vice-Chancellor, Financial Controller, Deans, and HODs and all matters related to the next fiscal year budget and its impact on the long-term plan are discussed at the initial level. (2<sup>nd</sup> week of November)
6. Second meeting is held for the next fiscal year budget with the President, Vice-Chancellor, Financial Controller, Deans, and HODs, and all matters related to the next fiscal year budget are discussed along with their impact on the long-term planning in detail and finalized for initial approval. (3<sup>rd</sup> week of November)

7. Final meeting of the President, Vice-Chancellor, and Financial Controller is held and concludes budget preparation (long-term and short-term) which is approved at the President level. (4<sup>th</sup> week of November)
8. BOT meeting is convened. The President presented the annual budget, including changes in the long-term planning to the BoT. If the BoT indicates changes, the President engages the senior management to address the revisions and, if necessary, involves the concerned HOD. The revised budget is presented to BoT for approval. (1<sup>st</sup> – 2<sup>nd</sup> Week of December)
9. The President presents the annual and long-term budgets to the BOT. Upon approval of the annual budget along with changes in the long-term planning, the President directs the senior management to operationalize the budget. (3<sup>rd</sup> – 4<sup>th</sup> Week of December)
10. On occasions, in case of a major revision, the second BOT meeting may be convened.

**Document History**

*Approved: President, Nov 2020*

**Policy Title:****9.d Financial Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FR09DPO-03**Responsible:** President/Financial Controller

---

**Execution of Financial Instruments**

All financial instruments that affect University ownership, the Board, or the University are signed by the University and the Board.

**Signature Authorizations**

Two officers sign all checks for the disbursement of University funds, and the other person from the list of authorized signatories including the President and designated Trustees, as well others authorized by the Board.

All contracts, proposals, instruments of assignments, transfers, and similar instruments must be signed by the President and another authorized officer. The Board may authorize one or more officers or employees of the University to sign along with the President, proposals for research or service contracts, applications for grants and gifts, subcontracts and purchase orders, and other instruments, specified as follows:

1. Whether prior authorization of any such documents by the Board or any committee is required
2. The number of signatures required on any such document
3. Limitations on the exercise of such signing authority

**Receipting**

The Financial Controller or a designated alternate may execute all cash and securities receipts.

**External Audit**

The Board will engage an independent auditor annually and when deemed necessary. The auditor will audit university books and report findings to the Board. The auditor will have the power to call upon any officer, agent, faculty member, or other employee of the University for information, and to review any book, paper, or other document pertaining to the University's business affairs.

**Financial Controller**

The Financial Controller serves as the chief fiscal officer of the University and as a part of the general administration of the University. The Financial Controller reports directly to the President.

The Financial Controller is responsible for the financial aspects of the University that relate to its regular operations and the maintenance of its physical facilities.

The Financial Controller integrates and coordinates with managers and other appropriate University officials all financial matters, building renovations, and equipment purchases.

Budget and budgetary adjustment requests from all areas are submitted to the Finance Manager. The Financial Controller is authorized and directed to:

1. Adhere to the objectives of the institution and make recommendations regarding plans, policies, and procedures in their area of delegated responsibility.
2. Integrate and coordinate the work administrative units within the Finance Office's area of jurisdiction with the other areas of University activity.
3. Staff and equip the Finance Office to perform assigned responsibilities.
4. Recruit and train financial staff.
5. Serve as the major adviser on budget development.
6. Prepare requested reports along with annual and recurring reports.
7. Manage all institutional financial affairs.
8. Formulate financial policies, develop operating procedures, establish accounting and reporting methods, and coordinate daily business operations.
9. Prepare, consolidate, and review the budget's final draft for submission through the Vice-Chancellor and President to the Board.
10. Direct budgetary controls for the institution through approved procedures when the Board has approved an operating budget.
11. Cooperate with other academic and administrative units to formulate practices governing financial relations with students and the operation of auxiliary enterprises.
12. Coordinate with academic and administrative units to prepare the University budget.
13. Develop and approve policies and procedures and engage in a plan to procure goods and services.
14. Act on the findings and recommendations presented by the external auditor.
15. Develop and implement all policies regarding payroll and cashiering.

### **Accounting System**

City University Ajman will maintain an accounting system in accordance with the laws of the UAE. Recommendations of the auditors are incorporated into the system as appropriate.

### **Bid Regulations**

Purchases of no more than One Thousand Dirhams (AED 1000) will have pricing quotations prior to purchase. The authorized department makes approval for purchases.

Purchases greater than One Thousand Dirhams (AED 1000) and no more than One Thousand Dirhams (AED 1,000) will have pricing quotations prior to purchase. The Purchasing

Department makes purchases.

Purchases greater than One Thousand Dirhams (AED 1,000) and no more than Five Thousand Dirhams (AED 10,000) must have written competitive bids or proposals secured by the Purchasing Department. The Purchasing Department makes purchases within this category.

Purchases greater than Ten Thousand Dirhams (AED 10,000) and no more than Ten Thousand Dirhams (AED 10,000) must have written competitive bids or proposals secured by the Purchasing Department. The President makes approval within this category.

For purchases of services or inventory of Ten Thousand Dirhams (AED 10,000) and above, the Financial Controller will invite quotations from at least three licensed providers or suppliers. The Purchase Department makes the final decision on awarding the contract, determined by factors such as quality of services, pricing, the reputation of the supplier, etc.

### **Expense Reimbursement**

University employees are reimbursed for reasonable and necessary expenses to carry out official University business.

The University will reimburse an employee for out-of-pocket travel expenses incurred during approved business trips. Travel expenses include transportation, meals, lodging, registration fees, and parking. Reimbursement is not made for alcoholic beverages and personal expenses.

Mileage is reimbursed at the rate of One Dirham per km (AED 0.8/Km) for driving mileage or for the full cost of official air travel if the employee purchases the airfare.

Reimbursement is made for the actual cost of lodging and reasonable incidental expenses when essential to doing University business.

Reimbursement is made for meal expenses, including tips, but only actual costs are reimbursed if less than the maximum. Maximums are:

|           |           |
|-----------|-----------|
| Breakfast | AED 30.00 |
| Lunch     | AED 50.00 |
| Dinner    | AED 50.00 |

NOTE: If a meal has been paid for as part of a registration fee, reimbursement will not be allowed for that meal a second time.

Receipts are not required for meals. Breakfast may be reimbursed for travel commencing before 8:00 a.m.; lunch for travel commencing before 11:00 a.m., and dinner for travel commencing by 5:00 p.m.

Reasonable and necessary expenses are allowed for lodging. Receipts are required. Personal phone calls will not be reimbursed.

Any overnight travel expenses should be approved in advance by the appropriate administrative officer. All requests for reimbursement and advance payment must be made on the approved form, signed by the individual, and approved in writing by the administrator to whom that individual is responsible. Out-of-town travel must be approved two weeks in advance of the trip departure date.

Other expenses incurred for official business such as registration costs, miscellaneous transportation, or telephone calls are reimbursed when necessary to carry out the purpose of the trip.

## **Contracts**

### **Authorized Signatures**

The Board or the President usually signs contracts involving the University.

The President or a designated representative will sign contracts in the following instances:

1. The contract is for the purchase of items or services provided for in the annual budget of the University
2. The contract provides operating program services or support activities relating to the purpose and mission of the University

The President or an authorized representative is responsible for making assessments, collections, payments, and reports as required by appropriate agencies.

## **Purchasing**

The President and the Financial Controller develop policies and procedures to achieve the purposes stated below. The primary purpose is to ensure an adequate and effective 3-Tier procurement process.

The administration will maintain the highest ethics in business relationships with vendors and their representatives, purchase only from reliable, responsible vendors, and offer efficient and timely service to all concerned.

Purchases for a local vendor, competitive bids, proposals, or responses to requests for qualifications are made based on competitive bids whenever possible.

### **Best Value**

Purchases of goods and services are made to provide the best value for the University. For such purpose, three quotations must be obtained from 3 different vendors.

### **Quality**



The quality of equipment, supplies, and services purchased is commensurate with their use.

### **Accounting**

Accounting processes should be simplified by making purchase agreements before the beginning of the academic year whenever possible and by holding the number of vendors and individual orders to a minimum. All invoices should be cleared in time to take advantage of cash discounts.

For purchases of services or inventory of Ten Thousand Dirhams (AED 10,000) and above, the Financial Controller will obtain quotations from at least three licensed providers or suppliers. The Financial Controller makes the final decision to award the contract based on factors that include service quality, pricing, supplier reputation, etc.

### **Distribution of Financial Reports**

The University will make reports to all agencies and associations where required. This includes the MOE/CAA and other government agencies.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

**Policy Title:****9.e Purchasing and Inventory Control****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FR09EPO-03**Responsible:** President/Financial Controller

---

**Purchasing Preference**

In making purchases, preference is given to all commodities manufactured, mined, produced, or grown within Ajman and to all firms, corporations, or individuals doing business as Ajman firms, corporations, or individuals, when quality is the equal or better and delivered price is the same or less. If merchandise of equal price and quality can be secured, then preference is given to in-city local vendors.

**Purchasing Procedures**

The Financial Controller will coordinate purchasing within the rules and regulations of the Board.

The Board purchasing policy covers the procurement of materials, supplies, and equipment and any commitments of funds for rentals and services. These commitments must be covered by purchase orders or contracts.

The Financial Controller establishes procedures for purchasing all services, materials, supplies, and equipment used for University purposes.

Purchasing procedures are based upon the objective of securing services, materials, supplies and equipment from a responsible and responsive vendor offering the lowest cost.

**Inventories**

Inventories of equipment and supplies are maintained and kept current on an annual basis for all departments, by the Finance Department.

**Fixed Assets**

1. All fixed assets purchased by the University with an initial acquisition cost of One Thousand Dirhams (AED 1,000) or more, and a useful life expectancy of more than one year, are capitalized in the accounting records. Library acquisitions are capitalized if the initial acquisition cost is Fifty Dirhams (AED 50) or more.
2. The Finance Department will maintain inventories of fixed assets and keep them current on an annual basis for all departments.
3. The Board annually will receive and review a list of assets that have reached their useful

life expectancy and are no longer of any value to the University. A recommendation is prepared to properly dispose of and write off these assets from the University's inventory.

4. Internal Audit with the Financial Controller will identify the assets for sale, trade-in transfer, or write off any equipment to the President.
5. The Financial Controller shall discuss the list with the President before making a final decision.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

**Policy Title:**

**9.f Cash Management Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FR09EPO-03

**Responsible:** President/Financial Controller

---

The Cash Management Policy applies to the University staff, faculty, students, organizations, departments, and individuals who handle cash intakes, cash equivalents, and cash receipts generated from the University sales/revenues.

**Purpose:**

Cash Management Policy:

Provides guidelines for the management of cash transactions based on sound accounting principles;

- Establishes internal controls to manage the handling of cash transactions;
- Establishes safeguards over cash and cash equivalents provided to or generated by the University;
- Ensures the intended appropriation and use of cash, cash equivalents, and cash receipts for the University;
- Ensures the proper alignment of the procedures that the department undertakes with regards to handling cash and receipts to the established policy; and
- Establishes an internal control mechanism for dealing with cash and cash equivalents provided to or generated by the University.

**Funds Management**

The University Bank accounts are maintained with a licensed UAE bank. Bank accounts are opened and closed only with approval by the BoT.

Cash and cash equivalents are currency, coins, and cheques that are received from the University's sources of income.

Receipts are cash and cash equivalent received from students and/or their representatives as payment for their fees.

**Authorized personnel:**

Designated staff in the accounts and finance department are authorized to collect cash and cash equivalents.

### **Segregation of duties, recording, and closing procedures:**

The responsibilities of cash receiving, recording, depositing, and the reconciliation of the deposit must be separated and performed by different individuals. In no instance should the individual accepting the cash be the same individual responsible for making the deposit in the University bank account and/or performing the reconciliation. Responsibility over transaction proceeds should be clearly defined and assigned to specific individual(s) to ensure accountability.

Cashiers are responsible for cash and cash equivalents receipts from students over designated University cash counters. Jr Accountant and Sr. Accountant are responsible for cash and cash equivalents deposit and reconciliation.

When accepting cash and cash equivalents on behalf of the University, the following tasks must be performed:

- Record the transaction in the University-approved application and provide a system-generated receipt to the Student/payer;
- Cashiers are not allowed to issue manual receipts;
- Place all cash and cash equivalents in secured cash till;
- At the close of business, cash and cash equivalents collected shall be handed over to Jr./Sr. accountant by all the cashiers;
- Overnight cash shall be kept in locker by Chief Accountant or Assistant Financial Controller or Financial Controller;
- Following day Jr./Sr. Accountant shall deposit cash collected into the University bank account.
- Banking instruments shall be deposited into the bank according to the due date;
- Financial Controller can hire cash collection services of a security company;
- Reconcile deposits reflected in bank statement as per the time frame agreed with the cash collection service provider;

### **Safeguarding of Funds**

Cash and cash equivalents (currency, cheque, money orders, and negotiable instruments) must be physically protected through the use of safes or vaults, locked cash drawers, and locked cash registers\ tills.

In the event that a discrepancy is identified when safeguarding cash, most differences can be traced to clerical errors; however, any discrepancy must be reported to the President. Actual losses must also be reported in Financial Statements.

In the event of theft or loss of the University cash, the President and Internal Audit departments must be immediately notified, and an investigation will be conducted.

### **Counterfeit Currency**

Cashiers handling cash are responsible for exercising reasonable care in screening cash transactions for counterfeit currency. This can include the use of counterfeit detector machines, as well as a visual check for security indicators such as watermarks, security ribbons, etc. If a questionable bill is received, the department should retain possession of the bill and immediately contact the Financial Controller.

### **Cheque Acceptance**

All Cheque must be written payable to “City University”; When accepting Cheques, the following guidelines apply:

- All Cheques must be drawn on UAE domestic bank;
- Review the date of the Cheque;
- Current and Post Dated Cheques are acceptable.
- Written amount in words and the numerical amount must be the same.
- Cheque must be signed by the payer.

### **Returned Cheques:**

Any cheques the bank returns as uncollected should be recorded as return and notify the student\payer.

Use due diligence to collect the amount of the Cheque and the service charge from the payer. Examples of returned Cheques include; in-sufficient funds, account closed, payer’s signature missing, irregular signature, refer to maker and stale Cheques.

### **Payment Management:**

Payment of AED 10,000.00 or more to the suppliers of goods or services of the University will not be processed unless the invoice is to the finance department.

Further it has been decided that all contracts for supply of goods or service to the University for the value of AED 10,000.00 or more will only be approved / signed by the President.

All concerned departments should get approval for payments / advances from the President before forwarding the same requests for payment / advance for processing to the finance department.

Registration department will arrange refund / repayment to students’ approvals from the President before forwarding the same requests to the finance department for processing the payment.

Students’ affairs department will arrange approvals from the President for the payments required for students’ related activities before forwarding the same to the finance department for processing the payment.

The Administration and Human resource department will arrange approvals from the President for the payments required to employees as well as campus, office and vehicle

repair & maintenance activities before forwarding the same to finance department for processing the payment.

The Information Technology department will arrange approvals from the President for all IT-related purchases and payments required to the suppliers before forwarding the same to the finance department for processing the payment.

Marketing department will arrange approvals from the President for all Marketing related purchases of goods / services and payments required to the suppliers for the same before forwarding the same to the finance department for processing the payment.

The Librarian will arrange approvals from the President for all library related purchases of goods / services (including books purchased for resale to students) and payments required to the suppliers for the same before forwarding the same to the finance department for processing the payment.

All concerned department heads will be responsible to deal with concerned suppliers to ensure the timely delivery of as well as quantity and quality of goods / services to the University and also assist them in settle their payments as well as coordinate with finance to process the payments on a timely manner

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

**Policy Title:**

## **9.g Financial Risk Management**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** FR09GPO-02

**Responsible:** President/Financial Controller

---

### **Areas of General Risks**

Risk management enables institutions to achieve outcomes that meet the strategic objective of sustained growth by providing educational services, research, and community outreach. City University Ajman follows a comprehensive and systematic approach towards effective risk management of opportunities and adverse impacts.

City University Ajman maintains effective procedures to view the risks faced in the course of its academic, administrative, and business activities. The following are followed in dealing with the area of general risks:

1. Identifying Risk
  - a. Identifying what, why, and how events arise is the basis for further analysis.
2. Analyzing Risk
  - a. Determining existing controls and analyzing risks in terms of the consequence and likelihood in the context of those controls.
3. Evaluating Risk
  - a. Comparison of estimated risk levels against set criteria. This enables risks to be ranked and arranged.
4. Treating Risk
  - a. For higher priority risks, City University Ajman shall develop and implement specific risk management plans, including funding considerations.
  - b. Lower priority risks may be accepted and monitored.
5. Monitoring and Reviewing
  - a. Monitoring and reviewing the risk management system and any changes that might affect it.
  - b. Monitoring and reviewing occur concurrently throughout the risk management process.
6. Communication and Consultation
  - a. Communication and consultation with internal and external stakeholders shall occur at each stage of the risk management process and on the whole process.



Financial Stability is considered one of the high risks to the operation and stability of the University

### **Financial Stability**

Impact: HIGH

Probability: Intermediate

### **Mitigation Actions**

A paramount concern of the University is to ensure its financial stability, which depends on student enrollment. In this regard, the University shall follow the following steps:

- a. Student enrollment projection, study progression, and its impact on City University's budget are continuously researched and analyzed by the Institutional Research unit.
- b. The President sets City University's enrollment target for the following academic year in May. The target is based on the strategic plan.
- c. Marketing and student recruitment plans are developed and followed during the entire academic year to achieve the enrollment target.
- d. The preliminary budget will be developed in April based on projected enrollment and continually adjusted according to the changing enrollment pattern.
- e. A final decision on the operational budget will be deferred until the commencement of the next academic year, when the exact number of enrollments and the resulting revenue form a clear picture.
- f. This approach will minimize the risks of over-spending and engaging in risky projects. It shall be further complemented by the City University Ajman budget tracking system that is monitored on a weekly basis by the President.
- g. The tracking system involves the study of the weekly cash flow, comparison of expenditure against budgeted amounts, and the effect of budget adjustments on the operations of the University.
- h. To ensure further integrity and minimize risks, periodic reports are submitted to the President.
- i. In addition, City University Ajman has internal accounting and financial auditing in place for its effective operations.
- j. City University, City School, and Career Enhancement Center (CEC) are part of READ, under the umbrella of R Holding Business Group. In case of a risk of low enrollment, READ, and R Holding are committed to supporting City University Ajman financially under such unforeseen scenarios.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****9.h Auxiliary Enterprises Policy****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FR09HPO-03

**Responsible:**President/Financial Controller

---

**Rationale**

This policy provides guidelines to establish and operate auxiliary enterprises at the University. The Department of Administration and Finance is responsible for monitoring auxiliary enterprise operations to support the University's mission and effectively use its resources. They also guide these auxiliaries by addressing functional challenges and identifying growth opportunities.

The President approves the initiation, development, and closure of auxiliary activities and ensures compliance with the University guidelines.

An auxiliary enterprise provides goods or services to benefit students, faculty, and staff and charges fees for these goods or services. These auxiliaries support themselves through the revenue gained from their fees. They are required to support the educational objectives of the University and enhance its operations.

**Types of Auxiliaries**Non-Credit Academic Auxiliaries

Provide education with no academic credit.

Examples:

- Career Development (skills training, short courses)
- Professional Certification (accounting, project management)

Revenue generated from these auxiliaries can be used to support other activities at the University.

Non-Academic Auxiliaries

These are fee-based and primarily benefit students, faculty, and staff due to their reasonable cost and convenience.

Examples:

- Housing
- Parking
- Recreation
- Transportation

The funds generated by these activities are used for maintenance and future improvements.

### Contract Auxiliaries

Generate revenue by renting space at the University and charging fees for the services they provide.

Examples:

- Bookstore
- Cafeteria
- Printing and Stationery

The prices that these vendors charge are usually similar to those off-campus.

Revenues cover operating costs and fund the auxiliary for future improvements or expanded services.

### **Establishing an Auxiliary Enterprise**

The University evaluates:

- The needs and demands for auxiliary enterprises
- Pricing, availability, and quality of the services offered in relation to similar off-campus services
- Support for the education program

The University operates auxiliary enterprises through contractual agreements.

The Purchasing Officer issues a request for bids to potential service providers in each of these areas on an annual basis and Interested enterprises submit their proposal to the University. A minimum of three competitive quotations from different vendors is required for the comparison of price and services. On the basis of the quotations and description of services, the Director of Administration and HR makes a recommendation to the President, who approves the selection and issuing of a contract.

### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

**Policy Title:**

**9.i Disposal Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FR09IPO-03

**Responsible:**

President/Financial Controller

---

The Administration Department is responsible for the sale or disposal of Fixed Assets, inventory items, and surplus/scrap.

Relevant departments with surplus assets/ inventory shall hand physical items to Storekeepers. Storekeeper will send a monthly inventory report to the administration department.

Scrap will be discarded on a monthly basis; Surplus items or items with no use or scrap shall be selected for disposal by the administration.

The authorization of the President is required on all requests for the Fixed Assets, inventory items, surplus/scrap, waste, and salvageable material.

Disposal list shall be prepared by the campus supervisor after the stock count; with the following information:

- a. Quantity;
- b. Description (make, model, manufacturer, size, type, part number, serial number, application);
- c. Inventory number(s), if available
- d. Location
- a. Campus Maintenance Slip reference;
- b. Disposal type;
  - i. Scrap with the sale value
  - ii. Scrap without sale value
  - iii. Sellable /reusable condition

Store Supervisor will physically verify the quantity of items in disposal list;

The purchasing coordinator will arrange a buyer for items to be disposed of;

Quotations will be obtained from various customers;

Salvage value shall be added to each scrap item; nonsaleable items shall be marked as to be discarded or trashed;

Director Administration & HR will forward the disposal list to the President for Approval, along with recommended sale value;

Once the disposal list is approved Store Supervisor will prepare a “Disposal Gate outward pass” for saleable and nonsalable items;

The campus Supervisor and Security Supervisor will verify Disposal Gate outward pass;

Nonsaleable scrap will be discarded in the presence of :

- e. Campus supervisor;
- a. Security supervisor;
- b. Store supervisor;

The store Supervisor will take receiving of customer purchasing scrap, discarded scrap and update the scrap register;

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

**Policy Title:**

**9.j Inventory Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

FR09JPO-03

**Responsible:**

President/Financial Controller

---

The inventory policy establishes a process for the recording, identification, and accountability of all the University-owned movable items, which doesn't include fixed assets. The storekeeper is responsible for maintaining a system of control to safeguard against loss and facilitate effective utilization as well as day-to-day custody of items kept in store. The University shall utilize an appropriate control system to meet the need for detailed information for each item and its costs, depreciation, assignment and location.

This policy states:

- Items being ordered are of daily use and shall be kept in store
- Items shall be recorded
- At the time of request, the requester shall sign off for requesting the items.
- The storekeeper must update the records accordingly
- Item utilization controls shall be maintained, whether they are in the form of daily usage records or periodical usage
- No item should be permitted to leave the premises without a gate pass signed by the authority

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

*Revised: Board of Trustees March 2020*

**Procedure Title:**

**Inventory Procedure**

**Procedure Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Procedure Number:** FR09jPR-03

**Policy Reference:** FR09JPO-03

**Responsible:** Financial Controller

---

The Storekeeper shall contact the requesting unit to verify that the item meets the specification of the purchase order issued to the supplier.

Once verified by the requesting unit, the inventory can be distributed as requested. One of the most significant aspects of inventory control is item utilization.

It is the responsibility of the storekeeper and the unit heads to:

- Keep control over stand-by items
- Ensure the continuing need for such stand-by items
- Detect underutilized items, and arrange for the disposal of any items which exceed foreseeable future needs.

**Document History**

*Approved: President, Nov 2014*

*Revised: President, Nov 2018*

*Revised: President, March 2020*

## 10. Legal Compliance and Public Disclosure

### Policy Title:

#### 10.a Conflict of Interest Policy

### Policy Type:

- ☐ New
- ☒ Revised
- ☐ Discontinued

### Policy Number:

LC10APO-02

### Responsible:

President, Vice-Chancellor

---

### Policy Statement

All University staff must ensure there is no *actual* or *perceived* conflict between their personal interests and their officially assigned duties or responsibilities. City University Ajman expects its staff members to recognize, disclose, and appropriately manage any real or perceived conflicts of interest.

University staff must uphold community confidence through the integrity of their actions. They also maintain this public interest by affirming that any conflict of interest issue is resolved or appropriately managed.

This policy is grounded in the following principles:

1. City University Ajman expects all conflicts of interest, regardless of their character or level, to be properly identified, disclosed, managed, and monitored.
2. The University realizes that an effective system used to identify, disclose, and manage conflicts of interest furthers accountability to the public and reduces risks of corruption, misconduct, or bias in operations and decision-making.
3. The University also realizes that conflicts of interest can sometimes occur and cannot always be avoided.
4. All University staff are required to conduct their assigned duties with a strong sense of ethics, values, integrity, and impartiality.
5. Conflicts of interest may be actual, potential, or perceived and may be pecuniary or non-pecuniary in nature.

### Definitions

#### Conflict of Interest

Compromise between the personal interests of a staff member and official University duties and responsibilities may inappropriately influence the performance of those duties. A conflict of interest exists when:

1. The private interests of the staff member conflict with the scope of assigned duties



or position at the University.

2. A reasonable person with the relevant facts would conclude that the private interests of the staff member could interfere with properly conducting their University duties.
3. The duty and obligation of the staff member to City University Ajman are not consistent with duties or obligations to another organization.

### **Actual Conflict of Interest**

A clear and present conflict between staff members current duties and responsibilities and their personal interests.

### **Perceived Conflict of Interest**

A reasonable person may conclude that a staff member's personal interests could inappropriately affect the performance of assigned duties, whether true or not.

### **Potential Conflict of Interest**

The staff member has personal interests that could interfere with their official duties in the future.

### **Pecuniary Interest**

This concerns the personal financial interests of a staff member. It may include financial interest in a private company, operating a private business outside of University working hours, or some other business pursuit where the staff member has a close personal relationship with someone who has a material interest as a director or principal figure.

### **Non-Pecuniary Interest**

Any personal interests that are not financially related. This can include personal or family relationships, or involvement in social, cultural, or athletic activities. This may also include professional activities which are outside of staff member official duties.

### **Conflict of Duty**

This is a situation where a staff member has multiple, incompatible public duties. This happens when a staff member has a public position with another organization in addition to their official University duties.

### **Roles and Responsibilities**

#### **Administration and HR Manager**

The Administration and HR Manager has responsibility for overall conflict of interest management processes at the University.

#### **University Staff**

All University staff are required to identify and formally disclose any activities or interests

that could conflict with their official duties and responsibilities at City University. Managers and supervisors must ensure that staff members are informed of the University's requirement to disclose conflicts of interest, and to manage, document, and monitor any disclosures made by their staff.

### **Applicability**

This policy applies to all University staff, regardless of full-time, part-time, or contractor employment status. It also applies to the following members of the University community:

1. Members of the University Council or other University committees, without regard to membership status.
2. Visiting and other adjunct faculty members.
3. Volunteer assistants who act on behalf of the University.
4. Individuals who have been granted access to City University Ajman property or services.
5. Consultants and independent contractors provide services for the University.

NOTE: The term *staff member* (or *University staff*) used in this policy includes all employees of the University as well as other members of the City University Ajman community to whom this policy applies.

### **Identifying Conflicts of Interest**

Staff members must ensure that they promptly identify and manage any conflicts that involve personal interests and official University responsibilities. To determine if personal interests conflict with official duties, staff members should consider:

1. The type of personal interest and its influence or impact on official duties.
2. If the personal interest could give the appearance (to a reasonable person) of influencing the performance of official duties or any decision-making authority.

Staff members should consult their supervisor if they are not sure a conflict of interest exists according to the definitions of this policy. The University generally expects staff members to declare a conflict of interest, especially when there is any doubt. This ultimately ensures compliance with the integrity and accountability requirements of this policy.

### **Disclosing Institutional Conflicts of Interest**

Disclosure of institutional-level conflicts of interest is required if:

1. It involves a member of a University committee such as the University Council or a related standing committee
2. The interest could impact the University in general due to the nature of the conflict or the duties of the staff member concerned.

### **Failure to Disclose**

Staff members have an obligation to report and manage all actual and perceived conflicts of interest. Failure to disclose a conflict of interest matter constitutes a breach of University conduct rules and is subject to disciplinary sanctions for non-compliance.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:****10.b Anti-Corruption and Anti-Bribery****Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** LC10bPO-02**Responsible:** Director of Human Resource and Administration

---

**Purpose**

This policy aims to ensure that members of the University ethically conduct business and understand and adhere to the requirements of all applicable anti-bribery and anti-corruption laws and best practices for academic and non-academic matters. The policy aims to set an anti-bribery and anti-corruption culture.

**Scope**

The policy applies to all members of the University - faculty, staff, and those third parties acting on its behalf, whether linked directly or indirectly, including but not limited to University committees, agents, consultants, contractors, suppliers, subsidiaries, and joint venture partners, wherever they may be located. The policy also applies to students in any capacity when engaged on behalf of the University.

To the fullest extent permissible by law, this policy applies in all jurisdictions in which the University operates. Failure to comply with this policy may result in the strictest disciplinary action, including termination of services upon establishing any wrongdoing and notifying the regulators such as the Ministry of Education and/or Commission of Academic Accreditation regarding the same to maintain the highest integrity at the University.

**Policy**

The enactment of Federal law 3/1987, also known as the UAE Federal Penal Code (the Code) UAE, provides a legal framework to address corruption and bribery. Specifically, Articles 234-239 of the Code provide necessary legal details. Consequently, and pursuant to the UAE Law and interpretations, City University Ajman is committed to operating in an ethical manner and in compliance with applicable anti-bribery laws and regulations in the United Arab Emirates. City University Ajman enforces a zero-tolerance approach towards corruption and bribery in all its operations and is committed to conducting its academic and business dealing professionally, impartially, and with integrity.

Articles 234 to 239 comprise laws prohibiting bribery for employees. A bribery act committed by individuals where he or she accepts or promises a bribe in exchange for committing or neglecting an act in violation of the duties of his or her would be guilty of an

offense under the Penal Code. The recipient, in this instance, is defined by the Penal Code as an employee of an organization.

Based on these articles, City University Ajman prohibits any direct or indirect giving or receiving of improper payments, gifts, favors, or other benefits for purposes of obtaining any advantage. City University Ajman conducts its business in full compliance with all applicable UAE laws, guidelines, and rules and regulations in force. City University Ajman detests and condemns all forms of corruption. More specifically, members of the University may not directly or indirectly be involved in:

- Offering, promising, or giving underserved grades, sharing assignments, examination papers and/or question/s or other academic-related material/undue support to an individual (either directly or indirectly) with the intent to comprise University's academic integrity; or
- Offering, promising, or giving a financial or another advantage to another individual (either directly or indirectly) with the intent to persuade an individual to perform a pertinent function or task improperly or to reward a person for the improper performance of a relevant function or activity; or
- Offering, promising, or giving a financial or other advantages to another individual (either directly or indirectly) knowing or believing that the receiving of the advantage would itself constitute the improper performance of a relevant function or activity; or
- Requesting, agreeing to receive or accepting a financial or other advantages (either directly or indirectly) intending that, in consequence, a relevant function or activity including giving undeserved grades, sharing of exam papers, and answers and other related materials; or
- Requesting, agreeing to receive, or accepting a financial or other advantages (either directly or indirectly) where the request, agreement, or acceptance itself constitutes the improper performance of a relevant function or activity; or
- Offering, promising, or giving any financial or other advantages (either directly or indirectly) to an official with the intention of influencing that official in order to obtain or retain business or other advantage in the conduct of business. This includes the offering, promising or giving of facilitation payments to the official to speed up administrative processes for which they are responsible.
- Offering, promising, or giving any information known to the individual by virtue of the role he/ she holds in the University to an unauthorized person, which may cause harm to the University's integrity.
- Any other related scenario that breaches University policies linked to integrity, ethics, and code of conduct, in academic or non-academic capacity, will be considered as a serious violation resulting in dismissal from the University.

### **Gifts and Hospitality**

No member of the governing bodies of the University, in his or her capacity as such, nor employee in the course of his or her employment, should not offer, receive or accept any favors and gifts of any value in the name of the University. Gifts of money should always be refused.

Hospitality offered may include meals, accommodation, entertainment, travel costs, housing costs, travel assistance, and more for the employee or his/her known person must also be refused. Hospitality must not be accepted by employees of the University in any circumstances which may allow the employee to appear to be unduly influenced in favor of the provider of the hospitality.

### **Roles and Responsibilities**

Responsibility for implementing this policy lies with the University and its members. All members of the University and third parties acting on behalf of the University are responsible for ensuring that their behavior at work is professional, honest, and fair.

It is mandated that as a member of the University, each employee must comply with this Policy. In this respect, each member is responsible for identifying, preventing, and reporting bribery wherever it may occur. This includes undertaking reasonable endeavors to ensure that his or her actions could not give rise to the perception or appearance that misconduct may have occurred.

#### **a. Record-Keeping**

It is particularly important that accurate and transparent records are kept in line with University policies and its Financial Regulations and Procedures on purchasing, hospitality, expenses, gifts, etc.

#### **b. Due Diligence**

When recommending a particular supplier/collaborative partner to the University, faculty, staff, and individuals acting on behalf of the University are reminded that the procurement department works independently and reports directly to the President, and follows the Procurement Policy set by the University.

All departments can recommend partners, vendors, suppliers, etc. related to their department requirements to recommend the best options. Ultimately, the purchasing department recommends suppliers to the President with final approval from the President.

#### **c. Reporting Concerns or Incidents**

All members of the University are mandated to report concerns they may have of a potential breach of the Anti-Bribery and Anti-Corruption Policy as soon as possible, whether on the part of other University members or third parties. This includes any instances where you may be the victim of attempted bribery and/or corruption. In turn, the University is committed to ensuring that its members have a safe and confidential way of reporting suspected wrongdoing. Concerns may therefore be raised directly with the Director of HR & Administration. In an instance where this is not deemed to be appropriate, the Vice-Chancellor and, if need be, the President must be involved.

#### **d. Monitoring and Review**

The University is committed to reviewing on an ongoing basis its policies and procedures' effectiveness in anti-bribery and anti-corruption measures. The application of the Policy will therefore be subject to regular review through the University's risk management and audit processes.

### **Implementation:**

In most cases, the University President appoints a Chair and a committee to investigate any related matters and, when necessary, chairs the committee himself as appropriate. The investigation continues the same process defined in Grievance Procedures (a reference to policy no.).

Any misconduct allegations under this Policy within the University's jurisdiction will be taken seriously. Should any member of the University be found to have acted in breach of this Policy or the related UAE Penal Code, action may be taken under the University's Grievance Procedures as determined by the President. Attempted bribery or acceptance of a bribe is considered an act of misconduct and, where it is considered that a criminal offense has occurred, the legal authorities may be involved.

### **General Guidelines of the Policy:**

1. City University Ajman demands full compliance from its personnel and **stakeholders** for the UAE Penal Code and other similar Laws in responding to bribery and corruption.
2. No Personnel will suffer demotion, penalty, and or other adverse consequences **for refusing to pay or receive bribes** or engage in corrupt practices, even if such refusal is detrimental to the City University's operations.
3. The City University Ajman recruitment, training, performance evaluation, remuneration, recognition, and promotion for all personnel are designed, among other things, also to recognize **integrity**.
4. The City University Ajman awards contracts and employee positions based purely on merits, warranted vacancies and collective needs. Support letters or unsolicited recommendations in all forms from all parties, shall not be recognized or accepted as part of the human resource recruitment or business decision making processes.
5. Any breach of ethical and professional values and contractual obligations must be reported to the following person(s) or such other officer designated by the City University Ajman management: -
  - a. Violation by the Senior Management shall be reported to the President of City University
  - b. Violation by any other City University Ajman personnel shall be reported to the HR Director
6. All Non-compliance must be treated seriously and may result in disciplinary action, including warning, demotion, withholding of increment and or bonus, suspension, dismissal and/or legal action.
7. All information pertaining to the breach of this policy must remain confidential during reporting, investigation, resolution, and final judgment. No such information must be disclosed to anyone without expressed written authorization by the City University Ajman Management.

8. City University Ajman will assess the key corruption risks through its established risk management process to the best of its resources and subject to a legal demand.
9. The HR Department must conduct a periodic review of the implementation of this policy.
10. City University Ajman must ensure that this policy is communicated to all who the implementation may impact in a timely manner.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Jan 2021*



**Policy Title:**

### **10.c Copyright and Intellectual Property**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** LC10CPO-02

**Responsible:** Vice-Chancellor

---

#### **Intellectual Property**

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 any innovative work covered by other copyrights.

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.

City University Ajman will retain all rights, title, and interest in intellectual properties generated, created or developed in facilities operated or controlled by the University, supported by funds administered by the University, and/or performed in the course of regular duties by the University members unless exempted by other provisions of this policy.

The President has the right to exercise broad discretion necessary for encouraging, developing, and protecting inventions, patents, and other intellectual property.

#### **Research Categories**

1. Research carried out at the University that results in commercially exploitable findings falls into one of three categories:
2. 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 University as employer, and the member of staff, as employee alone.
3. 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 University, but the exploitation of research results is handled under the conditions of the research grants.
4. Research carried out by students. The student is, of course, not an employee of the University, 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.

### **Intellectual Property Ownership**

All intellectual property that faculty members create in pursuit of the terms of their employment with the University vests in the University. This includes:

1. Intellectual property is created in connection with a project to which the University has made a specific contribution of funding or other resources
2. Patentable inventions, including computer programs, designs, and software modifications
3. Copyright in the original course and teaching or learning materials published by the University for use in continuing education programs offered by the University
4. Copyright in videos, sound recordings, and multimedia to which the University has made a specific contribution in funding, resources, facilities, or apparatus
5. Databases with potential commercial value
6. Projects which have incorporated intellectual property belonging to the University
7. All academic programs, syllabi, and related materials developed by faculty during their employment at City University Ajman become the property of City University, with all copyrights reserved by City University.

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

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

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 University, in which case such property will be treated in the same manner as property generated by a faculty member of the University.

At the commencement of a research project, the student and their supervisor may be required to meet with the Program Head in order to determine an arrangement for the ownership of any intellectual property arising from the student's project.

Where the University publishes or causes to be published a copyrighted work owned by the University without adaptation or modification, the University will ensure that the authorship is acknowledged in the publication. If adaptation or modification is proposed, the University will consult with the originator concerning possible acknowledgment.

Where the University assigns or licenses copyright which it owns, the University will ensure that the assignment or licensing agreement requires the purchaser or licensee to consult with the originator concerning whether the authorship of the work should be acknowledged

and the form that any acknowledgment should take.

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

### **Obligations of Originators**

An originator of intellectual property must promptly report in writing to the Program Head 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.

An originator must, if required by the President, execute any document or take any actions reasonably required by the President in relation to intellectual property created in part or whole by the originator in order for the University 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 for registration.

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

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

### **Protection of Intellectual Property**

To protect the interests of the originator and the University, the University may require a reasonable delay in making public the nature of the intellectual property, which can be registered until an application is filed to protect the interests of the originator and the University.

### **Commercialization of Intellectual Property**

The University may enter into an agreement with the originator, another person, or an outside organization with respect to the commercialization of intellectual property. The University may also 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 University will ensure that the originator is consulted at all stages.

Where the University owns or partly owns the intellectual property, any agreement with respect to the distribution of revenue will follow policies determined by the University Board. This applies to the copyright of original course and teaching materials published by the University for use in the award and continuing education programs offered by the

University as well as to other intellectual property owned by the University.

The University and its partnerships are obligated to determine as soon as possible whether there is an interest in pursuing a patent or registration concerning intellectual property owned by the University.

### **Faculty and Student Responsibilities**

It is the responsibility of each student to read and understand the Intellectual Property Policy of City University.

Every Faculty member has a specific responsibility to explain the implications of the statement for each of their courses and that must include a specification of the conditions under which academic work in those courses is to be performed.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**10.d Teach-Out**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

LC10DPO-02

**Responsible:**

President, Vice-Chancellor

---

**Policy Statement**

The City University Ajman is fully-committed to its students. Should unforeseen conditions require the University to close an academic program or cease operations, City University Ajman will continue to provide courses at appropriate levels to enable registered students to complete their degrees in a timely manner.

If conditions at the time warrant, students will have the opportunity to transfer to:

1. Another degree program at CUA
2. A new program designed to replace the canceled program
3. Another accredited higher education institution where credits earned at City University Ajman are accepted for transfer

City University Ajman closely monitors other UAE higher education programs to be aware of transfer options to other institutions. The University will periodically contact area institutions and initiate articulation agreements with them to facilitate the transfer process if it is ever required.

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

### 10.e Publications

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** LC10EPO-02

**Responsible:** President, Vice-Chancellor

---

The designated representative for City University Ajman publications is responsible for:

1. Publication policies and performance standards for the campus in accordance with University policies and regulations
2. Review of publications programs and expenditures on the campus
3. Conducting a local review to evaluate the need, quality, and effectiveness of publications projects with particular regard to how well the purposes and audiences of publications are served

### Categories

#### Official Publications

Also referred to as *key publications* are the handbooks and manuals, guides, and other documents required by the CAA in the Standards and include ancillary guides and instructions. Publications include:

|                                      |                                   |                            |
|--------------------------------------|-----------------------------------|----------------------------|
| • Catalog                            | • Academic Calendar               | • Internship Guide         |
| • Faculty Handbook                   | • Assessment Guide (for IE)       | • Student Assessment Guide |
| • Institutional Effectiveness Manual | • City University Ajman Fact Book |                            |
| • Policy and Procedures Manual       | • Emergency Operations Manual     |                            |
| • Staff Handbook                     | • Faculty Course File Guide       |                            |
| • Student Handbook                   | • Health and Safety Plan          |                            |

#### Administrative Publications

These publications are issued for the benefit of prospective students and others who want information about the campus or its programs. Among publications in this area are information circulars, announcements of courses, announcements of the separate departments, the bulletins for regular and summer sessions, promotional literature, general information leaflets, posters, leaflets dealing with contests and prizes, class schedules, final examination schedules, circulars for new students, welcome booklets, and athletic events.

## **General Information Publications**

For use by the public. These contain general information along with all advertising and promotional materials.

### **Newsletters**

The Student Affairs Offices publishes *The Caravan* with assistance from Student Council members and the general student population. Distribution of newsletters for use outside the University requires senior management approval.

### **Press Releases**

Any University department or unit that requires event coverage of events must follow this procedure for press releases:

1. The originator writes the release in Arabic and English
2. The University administration reviews and approves the press release
3. Marketing or Student Affairs contacts the news or PR agency for publication

### **Printing**

Campus printing facilities should be used when they can produce quality, timely, and economical publications. Faculty and staff members may request approval for outsourced printing services.

### **City University Ajman Website**

The ICT Manager has responsibility for the University website. Additional details on website construction and maintenance are in the IT/Network Plan.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

**10.f Institutional Relations Policy**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:**

LC10FPO-02

**Responsible:**

President, Vice-Chancellor

---

**Policy Statement**

External relations activities are an integral part of University operations.

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

The institutional relations process begins at the President's office, which serves as the focal point of interaction between the University and the various levels of government, semi-government, private sector, and other external stakeholders.

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

Designated academic and administrative staff, including Program Heads or faculty, Marketing, Student Affairs, etc., coordinate closely with the senior administration to fulfill the strategic objectives of the University

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*



**Policy Title:**

## **10.h Website**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** LC10HPO-01

**Responsible:** Vice-Chancellor

---

### **1. Purpose:**

City University Ajman adopts the policy of the Commission for Academic Accreditation (CAA) Annex 22 that relate to Website content.

The University maintains a public website that includes information on the organization and structure of the institution and its portfolio of programs and services. The website's content is sufficient for all City University Ajman stakeholders, particularly prospective students and their families, to make informed decisions on their choice of higher education institution.

### **2. Scope:**

This policy applies to all City University Ajman Deans, Program Heads, and Heads of Departments.

### **3. Policy:**

City University Ajman's website is a public domain and serves as a means of providing accurate and updated information to current and prospective students, staff, and the community about all aspects of the University. Consequently, material published electronically on City University Ajman's website should:

- Be accurate, updated, and consistent with all information provided through all marketing and communications channels.
- Present City University Ajman in a positive way, aligned with the University's Vision, Mission, and Values.

The following information at institutional and program levels is considered to be the minimum that should be provided on the website:

#### **1. Institutional level**

- a. a brief introduction to the institution;
- b. Vision and Mission;
- c. Goals and Objectives;
- d. information on the governing body;
- e. information on the senior management team;
- f. organization chart;

- g. current and previous Catalog(s);
- h. Student Handbook;
- i. academic calendar;
- j. admission requirements;
- k. information on General Education;
- l. student services and facilities;
- m. organizational activities and news;
- n. information on branch campuses or campuses in other countries, if applicable;
- o. contact information and location;
- p. date of last website update.

## 2. Program level

- a. list of programs offered and local accreditation status;
- b. international accreditation (if applicable);
- c. for each program:
  - chair/program coordinator;
  - program learning outcomes;
  - curriculum structure, credit hours, and graduation requirements;
  - study/guidance plan;
  - course descriptions
  - cost of studying in the program;
  - information about faculty serving the program (name, rank, highest qualification and name of awarding institution, major/specialty).

### **Document History**

*Approved: Board of Trustees, March 2020*

*Formatted: June 2020*

**Procedure Title:**

Website Update

**Procedure Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Procedure Number:** LC10HPR-01**Policy Number:** LC10HPO-01**Responsible:** President, Vice-Chancellor

---

**Purpose:**

This procedure has been developed to streamline the website content submission and posting process, maintain the website's quality, protect City University Ajman from claims of copyright infringement, and provide a comprehensive information portal for students, employees, partners, stakeholders, and the community.

**Scope:**

This policy applies to all City University Ajman colleges and departments.

**Responsibility**

The managing, development, designing, updating, and postings of content to the City University Ajman website ([www.cityuniversity.ae](http://www.cityuniversity.ae)) is managed by the Public Relations and Marketing Department.

1. The following department uploads changes to the website:
  - Public Relation and Marketing
2. The following departments and/or individuals submit content for posting:
  - Director of Quality
  - Heads of Departments
3. The following types of content are submitted for posting:
  - University information
  - Policies and procedures
  - Course information
  - News and events
4. All content submitted must be approved prior to posting. The following individuals retain the right to edit, request changes, approve or deny submitted content:
  - President
  - Vice-Chancellor
  - Director of Institutional Effectiveness and Quality Control
  - Director of Enrollment
  - Head of Public Relations and Marketing

### Website Update Request

- All content submissions must be sent to the Head of Public Relations and Marketing and cc-ed to the Director of Enrollment and Director of Institutional Effectiveness and Quality Control via email.
- All postings must be checked for spelling, grammatical and factual accuracy. The content uploaded should be the final draft, with language style applied by the Public Relations office for writing-style consistency.
- All submissions must be emailed at least one day in advance of the requested posting date. The timeframe may be extended if significant changes are required to the content.

Material published electronically must:

- Comply with UAE laws
- Comply with relevant University policy
- Comply with the guidelines set and maintained by the Public Relations and Marketing Department.

### Submission of Copyrighted Work

City University Ajman employees cannot use any copyrighted work in violation of the law. Copyrighted works include but are not limited to text, images, videos, software programs, graphics, and sound recordings.

If a work is copyrighted, City University Ajman employees must seek out and receive express written permission of the copyright holder to reproduce the copyrighted work to avoid violation. This also includes all copyrighted works maintained by City University Ajman. In order to get permission to copy or reproduce City University Ajman's content, a request should be submitted to the Head of Public Relations and Marketing.

### Enforcement

Any employee who violated this policy may be subject to disciplinary action, up to and including termination.

### **Document History**

*Approved: President, June 2020*

## Appendix 1. Website Update Request (LC10HPO-1)

| TYPE OF CONTENT                                                                    | BRIEF |
|------------------------------------------------------------------------------------|-------|
|                                                                                    |       |
| <p>Work completion verified by HOD:</p> <p>Signature: _____</p> <p>Date: _____</p> |       |

|                      |                        |            |       |
|----------------------|------------------------|------------|-------|
| <u>Requested by:</u> | Title:                 | Signature: | Date: |
|                      |                        | _____      | _____ |
| <u>Reviewed by:</u>  | Title:                 | Signature: | Date: |
|                      | Head of PR & Marketing | _____      | _____ |
| <u>Approved by:</u>  | Title:                 | Signature: | Date: |
|                      | Head of IE&QA          | _____      | _____ |
|                      | Vice-Chancellor        | _____      | _____ |
|                      | President              | _____      | _____ |

**Policy Title:****10.i Whistle-blower Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** LC10IPO-01**Responsible:** Director of Human Resource and Administration

---

**Purpose**

The University is committed to complying with all UAE applicable laws and regulations and University policies and procedures. The principal objective of this policy is to encourage and support University community members without fear of retaliation, to raise concerns regarding suspected unethical and/or illegal conduct or practices on a confidential basis so that the University can address and correct the inappropriate conduct and actions.

**Scope**

City University Ajman is committed to protecting faculty, staff, students, volunteers, and others affiliated with the University who disclose information where the member of the City University Ajman community has reasonable ground to believe that the information discloses misconduct that violates a local or federal laws or University rules, regulations, policy or procedure.

**Policy**

City University Ajman is committed to lawful and ethical behavior in all of its activities and requires directors, officers, and employees to act in accordance with applicable laws, regulations, and policies and to observe high standards of business and personal ethics in the conduct of their duties and responsibilities.

**What is a whistleblower?**

A “whistleblower” is an individual within the University community, employees, students, or other external community members, who discloses information believing that is true, to a person with substantial evidence or certainty to the University's authority to discover or correct the violation or noncompliance. The reporting individual has reasonable cause to believe that the information disclosed is:

- A violation of University policies or procedures, or
- A violation or noncompliance of laws or regulations mandate by the local or federal authorities

This is to encourage all members of City University Ajman to report suspected violations on reasonable grounds in accordance with the laws and University policies.

### **Retaliation Prohibited**

The University prohibits and does not tolerate retaliation against any individual who files a complaint of illegal, dishonest, or fraudulent conduct; is involved as a witness or participant in the complaint or investigation process; or refuses to engage in illegal, dishonest, or fraudulent conduct.

### **Exclusions:**

Employees engaging in unlawful retaliation and/or filing a complaint intentionally that is false with a malign intention to defame and destroy an employee or the University will not be protected by this provision against retaliation and, if found guilty, may be subject to disciplinary action up to and including dismissal from the University.

### **Reporting Inappropriate Acts**

Employees or other individuals associated with the University are encouraged to report their concerns. They can directly report to their Head of Department/Program Head, Human Resources (HR), or the management of the University.

Anyone reporting a concern must act in good faith and have reasonable grounds for believing that the information disclosed is true and may indicate a violation of the law, University policy and/or ethical standards. Any false allegations that prove to have been made maliciously or intentionally will be viewed as a serious disciplinary offense.

### **Protections for Whistleblowers**

The University prohibits requiring against any individual who files a complaint of misconduct under this policy, or is involved as a witness or participant in the complaint or investigation process; or refuses to engage in illegal, dishonest, or fraudulent conduct.

The University reassures individuals who believe he or she has been subject to retaliation and/or is otherwise aware of an incident of unlawful revenge to report the incident promptly. In addition, the University prohibits the following conduct:

1. The University prohibits all employees from creating, accepting, or enforcing, any rule, regulation, or policy preventing individuals from reporting misconduct.
2. The University prohibits all campus community members from retaliating against individuals who report wrongdoing.
3. The University prohibits all campus community members from retaliating against individuals for declining to participate in an activity that would end in a violation of a law or a violation or noncompliance with the rule or regulation of the University.

4. The University prohibits all campus community members from retaliating against individuals for having exercised their rights as whistleblowers in any former employment.
5. The University prohibits all campus community members from retaliating against individuals because the individual is a family member of a person who filed a complaint under this policy or was perceived to file such a complaint.

The University will not demote, suspend, dismiss, and/or discriminate against an employee in the terms and conditions of employment-based upon any lawful actions of such employee with respect to his/her good faith reporting of complaints and concerns pursuant to this policy.

Any employee who discriminates or retaliates against another employee as a result of receiving protection from the University as described in this policy may be subject to corrective action, up to and including termination on the basis of being found guilty of wrong-doing or violating a policy.

Any employee who discriminates or retaliates against another employee as a result of receiving protection from the University as described in this policy may be subject to corrective action, up to and including termination on the basis of being found guilty of wrong-doing or violating a policy.

#### **Document History**

*Approved: Board of Trustees, Dec 2021*



**Policy Title:**

**10.j Information Disclosure Policy**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:**

LC10JPO-01

**Responsible:**

Vice-Chancellor

---

**Purpose**

This policy aims to direct City University Ajman employees to handle internal and external data or information requests about the University.

**Scope**

This policy applies to all City University Ajman members who facilitate or respond to requests for information or data about the University.

**Policy**

- City University Ajman responds to the internal and external University data requests in an orderly manner. Requests are handled on a case-by-case basis
- All external requests are directed and processed through the President's Office.
- All internal information disclosure is processed through the Department responsible and validated by the Department of Quality Assurance and Institutional Effectiveness when necessary.

**Document History**

*Approved: Board of Trustees, Mar 2022*

**Policy Title:****10.k Cooperative Agreements and Contractual Relationships Policy****Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** LC10KPO-01**Responsible:** Vice-Chancellor

---

**Purpose**

This policy provides guidelines for the process involved in handling corporate collaborative agreements with public and private entities.

**Scope**

This policy applies to all departments and units involved in corporate collaborative agreements.

**Policy**

As a CAA accredited higher education institution, the City University Ajman diligently ensures that all academic programs and portfolios remain contemporary, interfaced with the industry, and meet international standards. To further improve this endeavor, the City University Ajman management consistently engages in collaboration and partnership with the academic, corporate and government entities while ensuring that it operates within the framework and provisions of CAA standards.

In view of the above, this policy specifies the ways and procedures from establishing and formalizing the partnerships with other institutions up to the stage of monitoring and reviewing its effectiveness for renewal, termination, or further improvement. All contracts entered into by City University Ajman or any of its division are to abide by the provisions incorporated in this policy.

**Procedure**

The contracts policy in finalizing the collaboration and partnership with a partner organization(s) undergoes the following stages:

Stage 1 – Needs creation/development and formulation of collaboration or partnership proposal.

- a. The creation of a need for collaboration or partnership is developed through a collective recommendation from members of a Department, College, or Center incorporating the objectives and responsibilities of the parties that will be involved.

- b. A request from academic, corporate, or government organizations is to be sent/received via email or phone call in order to start an initial meeting to identify the areas of collaboration.
- c. Any party may execute the drafting of MOU, and approval from the respective Department Head or Director is to be sought before forwarding the final draft to the Office of the Vice-Chancellor and the Office of the President for final approval and to receive the advice to proceed. However, City University Ajman has approved templates for Academic, Corporate, and Government MoUs.
- d. Both parties must agree upon any amendment in the MOU before the final printing and scheduling of formal MOU signing. The Department Head must approve relevant points concerning Academic matters and be consulted with the Vice-Chancellor. For scholarships and registration matters, the Director of Enrollment will provide feedback and approval, and for the training, the Head of Student Affairs will review and approve the training terms and conditions.
- e. A digital copy of the MOU will be furnished to the other party for their final review, comments, and approval.

## Stage 2 – Finalization and Signing of MOU

- a. The approved MOU is to be printed on official letterhead and to be proofread and initialed by the respective Department Head or Director.
- b. A final review of the provisions will be conducted to ensure the accuracy of the agreement before forwarding it to the Office of the President for MOU signing arrangements.
- c. The date for the signing of MOU is to be scheduled based on the availability of official representatives from both parties. It can be conducted virtually via Zoom or through a signing ceremony in an agreed venue, whether on the City University Ajman premises or in the other party's location.
- d. All MoUs will be signed in two original copies, one for each party.
- e. The Marketing Department will publish the event in City University Ajman's social media page and is in charge of publishing the agreement in the media.
- f. The time frame to accomplish these procedures should not exceed one month upon receipt of the officially printed and approved MOU.
- g. The mutual collaboration agreements with International universities are subject to CAA approval, and this process takes place after the initial MoU in case course mapping is required.

## Stage 3 – Implementation of the Agreement

- a. The implementation of the provisions in the agreement is mainly the responsibility of the Department, College, or Center. Follow-ups and coordination with partner

institutions or organizations must be consistent to ensure effective execution of the objectives embedded in the agreement.

- b. The Student Affairs Office has to be updated on the information on student scholarships, internships, and registrations accomplished in the implementation period of the MOU.
- c. The Marketing Department will be in charge of publishing the accomplishments on the City University Ajman's social media accounts.
- d. An accomplishment report has to be provided by the Department, college, and Centers within one year from the signing of the agreement.

#### Stage 4 – Monitoring

- a. The monitoring of partnership and accomplishments will be assigned to a specific team who will conduct an evaluation and survey of all concerned stakeholders.
- b. The evaluation and survey report will be provided to the respective Department Heads and Directors for further verification and advice.
- c. A copy of the verified report will be furnished to the Office of the Vice-Chancellor and the Office of the President.

#### Stage 5 – Assessment and Review

- a. The assessment and review procedures will be conducted at the end of the first year of the partnership by the respective Department, College, and Center, making sure that the assigned KPIs are met within and not less than the 70% range.
- b. Any unfeasible provisions will be stricken out or redeveloped per the prevailing academic and economic conditions.
- c. In case the majority of the provisions in the agreement were not met, the respective Department Heads or Directors have to propose an action plan to maintain and maximize the value of the partnership.
- d. For MOU with long-term goals, automatic renewal of the partnership will be put in placed, but an annual assessment and review procedures still needs to be conducted.
- e. Consequently, the renewal of the agreement will be immediately executed upon approval from the Office of the President.

#### **Document History**

*Approved: Board of Trustees, Mar 2022*

## 11. Community Engagement

**Policy Title:**

### 11.a Community Engagement Policy

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** CE11APO-02

**Responsible:** President

---

### Policy Statement

This policy provides guidance on Community Engagement requirements at City University Ajman. Please refer to the City University Ajman *Community Service Action Plan* for further information on this program.

Community Engagement involves applying the intellectual, technological, and physical resources and talents of the University to collaborate with external partners on identified priorities to achieve mutually beneficial outcomes.

### Guidelines

The City University Ajman Community Engagement program involves the strategy that the University uses to fulfill its intent to serve the Ajman and larger UAE communities in which it operates. This includes activities and plans for faculty, staff, students, and the University administration.

City University Ajman believes that community engagement is essential to strengthen its strategic position and add to existing strategic partnerships with professional, national, and international communities. This also reflects the aims of the University to bolster its academic goals and foster civic responsibility.

### Engagement Strategy

This strategy relates directly to the strategic planning efforts of the University and provides continuity to ensure that community engagement is a significant part of the five (5) -year Strategic Plan. City University Ajman also recognizes that engagement with external communities, including industry, business, government, and the professions, plays a key role in strengthening the relevance and value of faculty research, teaching, and learning activities.

Community engagement at City University Ajman includes:

- Collaborating with the community across the University

- Remaining open and transparent with internal and external stakeholders
- Maintaining beneficial, long-term outcomes for the University and the community
- Sustaining strong and long-lasting relationships in the community

### **Roles and Responsibilities**

The Deans, Director of Student Affairs, Marketing Officer, and other faculty and staff members are responsible for implementing this Community Engagement Policy and any related activities, including:

1. Develop and implement schemes for managing community relationships
2. Improve community awareness of City University Ajman at various public venues, including government services, retail outlets, and other high-visibility areas
3. Establishing guidelines for awards to recognize outstanding community service
4. Continue to develop local, national, and international collaboration agreements
5. Build an effective alumni relations program for graduates and their employers

### **Faculty Role**

Faculty members should be involved in the following suggested activities as part of community engagement efforts:

1. Organize and host forums or workshops related to academic programs
2. Engage business leaders and encourage the External Advisory Board members to provide advice on curriculum, research, and consulting
3. Recruit executives and other business leaders to serve as guest lecturers
4. Conduct research and consulting for the business community
5. Provide professional development short courses and training

The Community Engagement Program also enables faculty, staff, and students to become involved in a variety of academic and professional activities to support local residents and activities.

### **Partnership Agreements with Governmental Institutions and Universities**

|                                     |                           |
|-------------------------------------|---------------------------|
| Ajman University                    | House of Justice - Ajman  |
| University of Michigan - Flint      | Afghanistan Consulate     |
| Ajman Specialty Hospital            | Sharjah Police Academy    |
| Saudi German Hospital               | Al Whada Private School   |
| Julphar Pharmaceutical Technologies | Ajman Economic Department |
| Makkah Pharmacy                     | Tahkeem                   |
| Aster Pharmacy                      | Ajman Education Zone      |
| Emirates Creative Society           | Ajman Bank                |

|                                    |                                          |
|------------------------------------|------------------------------------------|
| Huawei International Co. Limited   | Ajman Municipality & Planning Department |
| MOH Ajman                          | Ajman Club for Disabled                  |
| Ajman Police                       | Ajman Department Of Tourism              |
| Ajman Land and Property Department | Beit Al Khair Society                    |
| Ajman Municipality                 | Bin Ham Educational Group                |
| Ajman Chamber Of Commerce          | Department of Ajman Tourism Development  |
| Ajman Free- Zone                   | Fairmont hotel Ajman                     |
| Armed Force                        | Public Transport Corporation - Ajman     |
| UAQ Court                          | Ajman Private School                     |
| Sharjah Police                     |                                          |

**Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised: Board of Trustees, Nov 2018*

**Policy Title:**

### **11.b Advisory Board(s)**

**Policy Type:**

- ☐ New
- ☒ Revised
- ☐ Discontinued

**Policy Number:** CE11BPO-02

**Responsible:** President

---

### **Community Advisory Board**

City University Ajman has formed a Community Advisory Board that includes both University and community members in both the professional and academic sectors. University representatives include the Vice-Chancellor, Deans, Program Heads, Head of Student Affairs, Marketing Officer, and other administrative unit managers. The Advisory Board recommends the development of programs and activities designed to engage the community and provide feedback to the senior University management.

### **Board Members**

1. Mr. Nasser Al Dhafri, CEO of Ajman Center for Corporate Social Responsibility (AJCCSR) - Ajman Chamber
2. Mr. Ali Hassan, Director of the Ajman Educational Zone
3. Mr. Hamad Obaied Taryam Al Shamsi, Director of Ajman Medical District
4. Mr. Khaled Abdulrab Abdulaziz Al-Katheri, Supervisor of Child Help Line Section-Government of Sharjah

### **Activities**

The Community Engagement Program Coordinator establishes ties with other academic professionals in the community to exchange ideas and continuously improve the program and its goals.

The program provides opportunities for faculty to take part in consulting for projects and other academic efforts in the community to develop their professional experience. Faculty members also conduct research and provide guidance and assistance in administrative, managerial, accounting, finance, and marketing matters that ultimately aid the community.

Expand internship course opportunities for all specializations that give students practical experience applying academic knowledge and skill in workplace settings.

Engage faculty members in professional development by participating in seminars, conferences, and academic workshops to enhance their research and consulting practices.

Encourage and support student involvement as they participate in student organization activities that support the community and have input for University governance through



committee membership and other career planning programs.

### **Meetings**

The Community Advisory Board generally meets twice annually with an agenda to discuss current and future items of interest between the University and the business community. This is an excellent opportunity to expand current academic program content and explore community service and development opportunities.

An administrative support staff member from the University records the minutes of these meetings for distribution to all board members.

### **Suggested Agenda Items**

1. Improve or add courses to current specializations in the Business Administration program to attract more students
2. Identify and recommend new specializations and academic programs
3. Diversify internship program opportunities and options in all specializations
4. Outreach and community engagement activities
5. Recommend enrichment and management opportunities for the proposed MBA

In addition to the members of the Community Advisory Board, other University faculty and staff members, along with members of the local business sector, may also be invited to attend Community Advisory Board meetings.

#### **Document History**

*Approved: Board of Trustees, Nov 2014*

*Revised and Approved: Board of Trustees, Nov 2018*

**Policy Title:**

## **11.c Continuing Education and Lifelong Learning**

**Policy Type:**

- ☒ New
- ☐ Revised
- ☐ Discontinued

**Policy Number:** CE11CPO-01

**Responsible:** Director of Student Affairs

---

### **1. PURPOSE**

City University Ajman, as part of its Community Engagement Initiatives, seeks to implement a Continuing Education and Lifelong Learning (CE&LL) policy. By doing so while serving its larger community, City University Ajman remains in compliance with the Commission for Academic Accreditation (CAA) Standard 11.5, which states, "Institutions are required to have a policy on continuous education and lifelong learning." In addition, through this policy, the institution establishes a clear description, administration, delivery, and evaluation of its CE&LL activities.

### **2. SCOPE**

This policy applies to all employees and stakeholders of City University Ajman.

### **3. POLICY**

City University Ajman (CUA), as part of its Community Engagement Initiatives, shall offer clearly defined Continuing Education and Lifelong Learning (CE&LL) opportunities to all its stakeholders.

3.1. City University Ajman shall use the definition of CEU published by The International Association of Continuing Education and Training (IACET) and U.S. Department of Education task force, which defined the CEU standard of measurement as: one CEU = ten (10) contact hours of participation in an organized CET experience delivered under responsible sponsorship, capable direction and qualified instruction.

3.2. Administrative Infrastructure:

3.2.1. All CE&LL activities will be administered by the Department of Student Affairs (DSA) to coordinate a schedule of CE&LL programs, maintain documentation and evaluate program quality.

3.2.2. DSA is responsible for coordinating and arranging all resources needed to deliver the learning experience. Such resources may include classroom spaces, reference materials, supplements for instruction, and equipment aligned with the goal, structure, and expected learning outcomes for the anticipated learning outcomes.

- 3.2.3. DSA ensures a system to select participants suitable for CEU Types for a successful continuing education offering.
- 3.2.4. DSA keeps a permanent record of all awarded CEUs. A CEU transcript upon request is also issued to the individual.
- 3.2.5. Each CE&LL activities are assigned a properly approved CEU category prior to delivery. A qualified person may be designated for this task.
- 3.2.6. A DSA staff designated as the coordinator for continuing education is responsible to manage details of Type I, Type II and Type III CE&LL activities (vide infra) for all participating individuals. This includes the records of involvement of the participant, and the issuance of a CE&LL record for each successful participant.
- 3.2.7. The coordinator is responsible to prepare and certify all CE&LL activities.
- 3.2.8. The coordinator must register all participants in the Type I and II CE&LL activities.
- 3.2.9. The coordinator must maintain records of materials and assessment summary, for each Type I and II CE&LL activities.
- 3.2.10. Type I and II CE&LL activities require at least seventy percent attendance and engagement to obtain CEUs
- 3.2.11. All Type I CE&LL activities require satisfactory completion of assessment of learning outcomes.
- 3.2.12. CEUs can be determined by: 1) benchmark contact hours; 2) pilot teaching the course to determine contact hours; 3) Engage faculty to decide reasonable contact hours.

### 3.3. Type of CE&LL Activities

- 3.3.1. Type I non-credit CE&LL programs must meet all of the following criteria:
  - 3.3.1.1. Be based on identified needs of a target audience.
  - 3.3.1.2. Have measurable learning outcomes for each CE&LL activity.
  - 3.3.1.3. Engage and document qualified personnel to plan learning experiences, conduct the teaching, and assess all learning outcomes.
  - 3.3.1.4. Develop instructional strategies aligned and sequenced with the learning outcomes, and with the opportunities to engage the participants.
  - 3.3.1.5. Establish criteria for successful completion of the CE&LL activity to include prior notification of the offering to the participants.
  - 3.3.1.6. Ensure that the instructor establishes direct and indirect measurements of participant performance in achieving the learning outcomes, completes the assessment, and submits all assessment records to the coordinator.
  - 3.3.1.7. Evaluate the CE&LL experience through survey, focus group, and other methods.
- 3.3.2. Purpose of Type I CE&LL programs
  - 3.3.2.1. To enhance existing career opportunities, and workplace skills.

- 3.3.2.2. To introduce to emerging workforce opportunities.
- 3.3.2.3. To assist in functioning effectively in the work place.
- 3.3.2.4. To inform about significant societal changes and issues.
- 3.3.2.5. To meet a specific national goal.
- 3.3.2.6. Requires significant resources to include space, personnel, and or funds.
- 3.3.3. Type II non-credit CE&LL programs must meet all of the following criteria:
  - 3.3.3.1. Be based on identified needs of a target audience.
  - 3.3.3.2. Have measurable learning outcomes for each CE&LL activity without the requirement to assess these learning outcomes.
  - 3.3.3.3. Engage and document qualified personnel to plan learning experiences, conduct the teaching, and assess all learning outcomes.
  - 3.3.3.4. Establish criteria for successful completion of the CE&LL activity to include prior notification of the offering to the participants.
  - 3.3.3.5. Evaluate the CE&LL experience through survey, focus group, and other methods.

3.3.4. Type III non-credit CE&LL programs:

City University Ajman may engage in a wide range of noncredit CE&LL programs without offering CEUs to the participants. Yet, CE&LL programs/courses/activities could meet the objective wishes of its stakeholders while contributing towards achieving its community engagement mission. As such, the utilization of time and teaching resources of the University, will be recorded as well as reported. These are Type III CE&LL programs.

3.4. CE&LL Evaluation, Documentation, and Reporting

- 3.4.1. CE&LL Summary: The following table summarizes the three different types of CE&LL activities for which City University Ajman evaluate, document and report activities.

| CE&LL Type | Content  | CEU                      | Assessment of Learning Outcomes | Permanent Record |
|------------|----------|--------------------------|---------------------------------|------------------|
| I          | In-House | By City University Ajman | Required                        | DSA              |
| II         | In-House | By City University Ajman | Optional                        | DSA              |
| III        | External | NA                       | Not Required                    | Not Required     |

- 3.4.2. Type III activities either use City University Ajman resources to organize CE&LL activities offered by outside agencies or the CE&LL activities are completely delivered by the outside agencies. External entities develop the content, deliver the activity, if needed award CEUs, administer surveys, assess learning outcomes, and provide records.
- 3.4.3. DSA prepares an annual critical review report to demonstrate the evaluation of effectiveness of the CE&LL activities.
- 3.5. CE&LL Financial Management
  - 3.5.1. CE&LL Personnel: DSA Staff will coordinate implementation of this Policy.
  - 3.5.2. CE&LL Instructor Type I and Type II: City University Ajman Faculty, Staff, and Volunteers will offer all courses as community service without compensation.
  - 3.5.3. CE&LL Instructor External Agency: When a CE&LL program/non-credit courses/activities is coordinated through an external agency, it is the responsibility of the agency and not that of City University Ajman to determine compensation for the service.
  - 3.5.4. CE&LL Space: Existing classroom spaces will be used for all CE&LL program delivery.
  - 3.5.5. CE&LL Funding: Until further notice, all CE&LL program/non-credit courses/activities will be offered free of cost to all participants.
  - 3.5.6. CE&LL Space: Existing classroom spaces will be used for all CE&LL programs.

**Document History**

*Approved: Board of Trustees, June 2020*