Faculty Handbook (2008-2009)
His Highness

Sheikh Dr. Sultan Bin Mohammed Al Qassimi

Member of the Supreme Council, Ruler of Sharjah
Founder and Supreme President of the University of Sharjah
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Message from the Chancellor

In the Name of Allah the Most Merciful and Compassionate

It gives me great pleasure to welcome faculty members to the University of Sharjah for the academic year 2008/2009. May Allah (Praise be to Him) grant that this year be full of goodness and prosperity for all at the University of Sharjah, which is celebrating its 10th year anniversary since its establishment, under the patronage of His Highness Sheikh Dr. Sultan Bin Mohammed Al Qassimi, Member of the Supreme Council, Ruler of Sharjah, Founder and Supreme President of the University of Sharjah. The University of Sharjah has made great strides in fulfilling the vision of His Highness (May Allah bless and protect him) in offering advanced quality education, which contributes to the progress of the Emirate of Sharjah, the United Arab Emirates, and the Arab Nation as a whole through providing the job market with needed and qualified intellectuals and professionals in all specializations. Over the past ten years, the University of Sharjah has seen an increase in its student numbers, faculty, and administrative staff members, in addition to its academic programs, which now encompass 13 colleges, granting more than 50 academic degrees in all fields and specializations.

Because faculty members at the University of Sharjah are viewed as key to the University’s mission and success, the University has worked hard, since its establishment in 1997, to provide an informed academic environment for its faculty. It is hoped that such an atmosphere will encourage faculty members to make the most of their experience at the University of Sharjah, both academically and professionally, in providing a sound teaching and learning environment that generates both applied and theoretical research. University of Sharjah faculty members have specialized experience, from which the local community might benefit in all sectors and areas. Given this, faculty members are provided a unique opportunity to interact, with their colleagues and the community in a calm and secure environment, in a way that might maximize the scientific and academic outcomes of the University. His Highness has made clear, through his directives, his willingness to support the most modern of teaching methods and applications. This is especially made evident in the technological support made available through the University’s computer labs, the training workshops organized for faculty members, and the Blackboard project that has been launched for both teaching and learning. Faculty members are also provided the necessary means to hold conferences and seminars, and are encouraged to participate in local and international meetings and forums with the aim of strengthening their expertise and knowledge, while at the same time fostering teaching and learning at the University of Sharjah.

This Faculty Handbook has been prepared as a reference for both continuing and new faculty members so that they might familiarize themselves with the policies and practices at the University of Sharjah. In it you will find administrative, financial and
professional information concerning the duties and responsibilities of faculty members, as well as opportunities made available to them at the University of Sharjah. This handbook originated from the University’s belief in transparency with regard to its various administrative and academic activities and gives a clear picture of the foundations upon which the University operates, as derived from its Executive By-Laws and official decisions and measures regarding all aspects of the University. It is hoped that faculty members will benefit from this handbook in learning more about the University, their duties, and the rights and benefits belonging to faculty members at the University of Sharjah.

I wish you all much success as we look forward to a productive year full of positive initiatives and progress. I hope that this handbook will serve faculty members well in providing whatever information they seek as relates to their work at the University of Sharjah.

My sincerest welcome and best wishes to you all,
Chapter I
The University of Sharjah
Overview

The University of Sharjah was established as a non-profit institution for higher education in October 1997 by His Highness Sheikh Dr. Sultan Bin Mohammed Al Qassimi, Member of the Supreme Council, Ruler of Sharjah and Supreme President of the University, as the first university in the Emirate of Sharjah. In less than 10 years, the University has achieved academic accreditation for most of its programs at the bachelor’s and master’s levels.

The University of Sharjah aims at becoming an institution of higher education utilizing the most modern educational means and curriculum. The student is the University’s number one priority. The University endeavors to have students reach their highest potential through strengthening interaction between students, urging them to work hard, and instilling in them the desire to develop their own personal and cognitive skills so that they may become active members of the society. The University is conscious of its leading role in the society-at-large. Hence, it seeks to create an atmosphere conducive to developing its students’ intellectual capabilities driven by scientific and logical reasoning.

The University is comprised of 13 colleges, which offer diverse academic programs of study at the diploma, bachelor’s and master’s levels. The student population at the University has currently reached 9,000 with a faculty of 470.

The University’s architecture is of an Islamic design and houses study halls, laboratories, libraries, computer labs, theatres, clubs, and other administrative facilities. There are also separate residential areas for male and female students and the faculty.

The University has recently opened a complex for the Colleges of Medicine and Health Sciences, which includes the Colleges of Medicine, Dentistry and Pharmacy, medical research laboratories, and the Medical Sciences Library, in addition to other facilities. Currently, a comprehensive medical teaching hospital is under construction to facilitate teaching in the fields of Medicine and Health Sciences. The University’s network has been designed according to international specifications with an internal network server and international internet connections, offering the possibility of internet conferencing and seminars.

Vision

The University of Sharjah’s vision is to become a leading academic institution in the Middle East and to be well recognized around the world.

Mission

The University of Sharjah aims to fulfill its obligations and responsibilities towards its students, add to human knowledge and scientific research, meet the needs of society, and enhance higher education in the country in coordination with other institutions of higher learning.
Goals
The University of Sharjah has the responsibility of meeting the Emirate of Sharjah’s educational and cultural needs within the parameters of Islamic values and traditions. The University of Sharjah is committed to the advancement of learning through teaching and research and strives to provide an environment that fosters achieving the full potential of its students, faculty and staff members. By pursuing these goals, the University aims to contribute to the economic and social development of the Emirate of Sharjah and the United Arab Emirates as a whole.

Core Values
The University of Sharjah endeavors to achieve its mission through a set of nine core values that define its identity and make it distinct.

(1) Ethical and Civic Responsibility
The first and primary value is the commitment of the University community to ethical and civic responsibilities, which are in accordance with Islamic teachings and universal humanistic ideals.

(2) Learning Environment
The University is committed to a student-centered and supportive modern learning environment that promotes critical thinking, independence of thought, and the mastery of advanced technologies.

(3) Quality
The University is committed to high-quality standards and continuous improvement in teaching, scholarship and service.

(4) Creativity
The University promotes and rewards creativity and innovation in the pursuit of academic excellence.

(5) Outreach
The University is dedicated to community outreach, emphasizing service, transfer of knowledge, and a positive contribution to the welfare of the people.

(6) Global Outlook
While rooted in Islamic and Arabic traditions, the University promotes an international outlook and respect for other individuals and cultures.

(7) Intellectual Freedom
The University promotes openness, diversity, fairness and academic freedom.
(8) Leadership and Collegiality
The University promotes teamwork, tolerance and leadership by example.

(9) Accountability
Personal and institutional responsibility and accountability are necessary conditions for the accomplishment of the University’s mission and goals.

The University Campus
The University campus is located in Sharjah University City, which houses the American University of Sharjah, the Sharjah Higher Colleges of Technology and the Sharjah Police Academy. Located in the Muwaylih suburb, about 12 Kilometers from the city center of Sharjah, the University is conveniently accessible from Sharjah City Center via numerous roads and highways.

The main campus includes separate male and female student facilities housed in new buildings with classrooms, laboratories, and IT support units that are all appropriately equipped with the latest instructional and educational aids. The Medical Colleges complex has a co-educational system. The University fosters social, cultural and other extra-curricular activities and sports. The spacious campus, spotted with green grass and palm trees, houses student dormitories, sports facilities, and medical clinics. Its architectural design is monumentally harmonious, inspires innovation, and reflects the peace emanating from the perennial surrounding desert environment. All University buildings have domes, representing worship and contemplation. Many buildings are connected with each other, making it easier for faculty, staff, and students to move between facilities in air-conditioned pathways.
## University Colleges and Degree Programs

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<td>Bachelor of Shari’a (Jurisprudence and its Foundations)</td>
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<td>Bachelor of Shari’a (Foundations of Religion)</td>
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<td>Master’s in Exegesis and Hadith</td>
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<td>Master’s in Jurisprudence and its Foundations</td>
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<td>College of Arts, Humanities and Social Sciences</td>
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<td>Bachelor of Arts in Arabic Language and Literature</td>
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<td>Bachelor of Arts in English Language and Literature</td>
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<td>Bachelor of Arts in History and Islamic Civilization</td>
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<td>Bachelor of Arts in Sociology</td>
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<td>Master’s in the Arabic Language and Literature</td>
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<td>Master’s in (English Language) Translation</td>
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<td>Master’s in History and the Islamic Civilization</td>
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<td>Diploma of Education</td>
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<td>College of Business Administration</td>
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<td>Bachelor of Science in Management Information</td>
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<td>Bachelor of Science in Public Administration Systems</td>
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<td>Bachelor of Science in Management and Marketing</td>
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<td>Bachelor of Science in Accounting</td>
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<td>Executive Master’s in Business Administration</td>
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<td>College of Engineering</td>
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<td>Bachelor of Science in Civil Engineering</td>
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<td>Bachelor of Science in Electrical and Electronics Engineering</td>
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<td>Bachelor of Science in Computer Engineering</td>
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<td>Bachelor in Architectural Engineering</td>
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<td>Bachelor of Science in Industrial Engineering &amp; Management</td>
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<td>College of Health Sciences</td>
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<td>Bachelor of Science in Medical Diagnostic Imaging</td>
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<td>Bachelor of Science in Environmental Health</td>
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<td>Bachelor of Health Services Administration</td>
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<td>Bachelor of Clinical Nutrition</td>
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<td>Bachelor in Interior Design</td>
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<td>Bachelor in Jewelry Design</td>
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<td>Bachelor in Multimedia Design</td>
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<td>College of Communication</td>
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<td>Bachelor of Arts in Communication (Print Journalism)</td>
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<td>Bachelor of Arts in Communication (Broadcast Journalism)</td>
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<td>Bachelor of Arts in Communication (Public Relations)</td>
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<td>Bachelor of Arts in Communication (Visual Media)</td>
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<td>Master’s in Communication</td>
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<td>College of Medicine</td>
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<td>Bachelor of Medicine &amp; Surgery (MBBS)</td>
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<td>• Diploma in Safety and the Environment</td>
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<td>• Higher Diploma in Dental Lab Technologies</td>
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<td>College of Graduate Studies &amp; Scientific Research</td>
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<td>College of Science</td>
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<td>Bachelor of Science in Computer Science</td>
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<td>• Bachelor of Science in Biotechnology</td>
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Chapter II
University Administration
The Board of Trustees

Chairman of the Board of Trustees: His Highness the Supreme President of the University.

Article (4) Section (4) of the By-Laws states that the Board of Trustees shall consist of a minimum of nine and a maximum of fifteen members. Its meetings shall be considered legal if an absolute majority of its members are in attendance and, except in cases requiring a specific quorum, its decisions shall be adopted by an absolute majority of those present. When there is no majority, the side on which the Chairman has voted shall carry the motion.

Board of Trustees Membership

The Board shall include the following membership:

1. The Ruler’s Advisor for Higher Education Affairs
2. The Chancellor
3. A representative of the University’s teaching staff
4. A number of public figures
5. A number of distinguished scholars

The Board’s Jurisdiction

Article (5) states that in order to carry out its duties, the Board of Trustees shall be empowered to do the following:

a. Appoint the Chancellor upon the recommendation of the President.

b. Approve the appointment of Vice-Chancellors, Deans, and those in similar positions upon the recommendation of the Chancellor.

c. Decide the general policies and plans related to the University to be implemented by the Chancellor.

d. Contribute actively to the advancement of the University by providing guidelines and conducting a continuous process of evaluation, for the implementation of which the Board may ask for relevant reports from the Chancellor.

e. Approve the policies that can bolster the finances of the University and all related affairs.

f. Form standing and ad-hoc committees.

g. Establish the rules and procedures that can safeguard the University and its properties and holdings.

h. Determine University fees.

i. Approve the University’s annual budget.

j. Approve the establishment of colleges, institutes, centers, and other deanships and/or their abolition and/or amalgamation.
k. Approve the academic degrees submitted by the Chancellor.

l. Evaluate the annual report on the University’s activities and accomplishments and approve it.

m. Evaluate the internal auditor’s financial report.

n. Approve the final financial report submitted by the external auditor.

The Supreme President

Article (10) states that the President shall be empowered to do the following:

1. Chair the meetings of the Board.

2. Chair the meetings of the Executive Committee.

3. Nominate a Chancellor for appointment to the Board.

4. Appoint a Vice-Chancellor and provide a detailed description of his job.

5. Issue bylaws to regulate the University’s academic, administrative, and financial activities.

6. Issue organizational decisions.

7. Perform all the other functions for which the Board authorizes him.

University Chancellor

Article (11) states that The Chancellor shall be empowered to do the following:

1. Act as the head of all administrative and academic staff in the University in his responsibility to the President and the Board.

2. Implement the policies set forth by the Board to run the University, develop its functions, and enhance its status.

3. Perform, in full recognition of the laws and regulations in effect and of the decisions and directives issued by the President or the Board, all activities he deems effective in carrying out his responsibilities and duties in his endeavors to achieve the continual development of the University.

4. Head all general academic occasions and represent the University in all foreign relations, unless he otherwise deputizes another to represent him on such occasions.

5. Submit reports to the President, the Board, and the Executive Committee on the activities of the University.

6. Perform any other tasks related to his job as assigned to him by the President.

7. Authorize some of his specialized employees to carry out some of his duties.
University Vice Chancellors

Article (12) states that the President may:

a. Decide to appoint one or more Vice Chancellors.

b. Upon the recommendation of the Chancellor determine a Vice Chancellor’s job description. The President shall also determine a Vice Chancellor’s salary and his financial and other privileges.

There are currently three Vice Chancellors:

- The Vice Chancellor for Academic Affairs
- The Vice Chancellor for Medical College Affairs
- The Vice Chancellor for Financial and Administrative Affairs

The Vice Chancellor for Academic Affairs

Responsibilities and Functions:

The Vice Chancellor for Academic Affairs is the chief academic officer of the Colleges and Centers within his domain. In order to fulfill this mission he shall be granted the following responsibilities and functions:

1. Overseeing the colleges, within his domain, in regards to proposing curricula, textbooks, and references.

2. Overseeing the colleges, within his domain, pertaining to the development of study plans and programs, proposing new academic specializations, and ensuring that these programs receive accreditation.

3. Overseeing all academic programs and specializations in colleges and centers that fall under him.

4. Overseeing the academic research directions and strategies in the colleges within his domain.

5. Approving the recommendations of College Deans, within his domain, as follows:

   a. Sponsoring faculty members to attend seminars and conferences held inside and outside the University.

   b. Asking faculty members to teach overtime hours whenever necessary, or asking adjunct lecturers to teach on a part-time basis if deemed necessary.

   c. Nominating faculty members to evaluate master’s theses and Ph.D. dissertations.

   d. Approving all types of faculty members’ leaves except sabbatical leaves.

   e. Approving academic and educational excursions and trips, and assigning participants for these activities.
f. Forming various committees provided that they are not in conflict with the main University committees.

6. Communicating directly with ministries, bodies of government, and the private sector regarding all relevant affairs.

7. Reviewing faculty members’ annual evaluations in the colleges that fall under him and submitting appropriate recommendations to the Chancellor.

8. Proposing budgets for the colleges and centers, within his domain, and recommending them to the Chancellor.

9. Chairing the Faculty Members Disciplinary Council in the colleges that fall under him.

10. Supervising the Continuing Education and Community Service Center, and approving its programs and activities.

11. Supervising the Center for Excellence in Teaching and Learning.

12. Taking charge of any other issues delegated to him by the Chancellor.

The Vice Chancellor for the Medical Colleges’ Affairs

Responsibilities and Functions:

The Vice Chancellor for Medical Colleges is the chief academic officer of colleges and centers within his domain. In order to fulfill this mission, he shall be granted the following responsibilities and functions:

1. Overseeing the colleges, within his domain, in regards to proposing curricula, textbooks, and references.

2. Overseeing the colleges, within his domain, pertaining to the development of study plans and programs, proposing new academic specializations, and ensuring that these programs receive accreditation.

3. Overseeing all academic programs and specializations in colleges and centers that fall under him.

4. Overseeing the academic research directions and strategies in the colleges that fall under him.

5. Approving the recommendations of College Deans, within his domain, as follows:
   a. Sponsoring faculty members to attend seminars and conferences held inside and outside the University,
   b. Asking faculty members to teach overtime hours whenever necessary.
   c. Nominating faculty members to evaluate master’s theses and Ph.D. dissertations.
d. Approving all types of faculty members’ leaves except sabbatical leaves.

e. Approving academic and educational excursions and trips and assigning participants for these activities.

f. Forming various committees provided that they are not in conflict with the main University committees.

6. Communicating directly with ministries, bodies of government, and the private sector regarding all relevant affairs.

7. Reviewing faculty members’ annual evaluations in the colleges, within his domain, and submitting appropriate recommendations to the University Chancellor.

8. Proposing budgets for the colleges and centers, within his domain, and recommending them to the University Chancellor.

9. Chairing the Faculty Members Disciplinary Council in the colleges that fall under him.

10. Supervising and developing medical services for the University’s men’s and women’s clinics.

11. Supervising the Medical Research Center, approving its programs, and evaluating its performance.

12. Providing effective University representation and hospitals and health primary care centers regarding students’ clinical training.

13. Providing effective University representation to the Ministry of Health on relevant matters.

14. Taking charge of any other issues delegated to him by the Chancellor.

The Vice Chancellor for Financial and Administrative Affairs

Responsibilities and Functions:

The Vice Chancellor for Financial and Administrative Affairs is the chief financial and administrative officer of departments within his domain. In order to fulfill this mission, he shall be granted the following responsibilities and functions:

1. Supervising the administrative units, within his domain, and developing the regulations and procedures pertaining to these units including financial, accounting, and purchasing contract procedures, in addition to evaluating employees’ performance, and directing the activities and services of these units in order to maximize the University potential and to improve activities and services.

2. Assuming the responsibility of budgetary clearance for all colleges and administrative units upon the recommendation of those concerned, and observing the implementation of the By-Laws concerning employment, financial and admin-
3. Supervising all financial activities and ensuring compliance with relevant university policies and procedures.

4. Recommending and maintaining procedures necessary for preserving, maintaining and developing the University’s assets, possessions, and property.

5. Supervising the preparation of the University annual budget in accordance with the University goals and programs, and in congruence with the principles and models of preparing budgets.

6. Following up credit accounts pertaining to the University budget and submitting necessary reports to relevant agencies.

7. Supervising the security and safety procedures having to do with all University facilities, property, and possessions, supervising the traffic management in all University locations, and specifying and developing the manpower needed for these activities.

8. Supervising preparation of the annual inventory of the University funds, stores, loans and the forms and committees needed for this purpose, preparing a report on the findings of the inventory, and commenting on the level of performance.

9. Signing purchasing contracts and tenders, selecting some of these bids and tenders, and approving and directing purchasing in accordance with the relevant purchasing By-Laws of the University.

10. Approving and terminating University rental property.

11. Taking necessary measures regarding any violations or any other acts that may put University funds at risk.

12. Having the following responsibilities pertaining to administrative staff:

    a. Reimbursing leaves and overtime work upon the recommendation of the authorized individuals, and paying their entitlements and rewards upon terminating their services.

    b. Making decisions concerning deductions for days of absence upon the recommendation of concerned individuals.

    c. Approving the transfer of employees from a college, unit, or center to another place in the University, and accepting their resignations upon the request of their superiors, except for directors of administrative units and chairpersons.

    d. Making decisions regarding appointments, contracts, promotion, transfer, scholarships, secondment, delegation, increments, rewards, leaves, reimbursement, termination, and penalties upon the written recommendation of the concerned parties.
e. Signing experience certificates and service statements.

f. Advertising job vacancies in newspapers upon the recommendation of concerned individuals.

g. Approving leave grants of all types except for directors of administrative units and chairpersons of centers.

13. Issuing circulars and making decisions pertaining to financial and administrative affairs.

14. Forming ad-hoc and standing committees in the units affiliated with him.

15. Preparing progress reports on human resources and employee performance at the University.

16. Chairing certain committees in accordance with the University By-Laws including the:
   • Personnel Committee
   • Purchasing Committee
   • Employees Disciplinary council
   • Financial Aid Committee
   • Committee for Drafting the Budget

17. Taking charge of any other issues delegated to him by the Chancellor.

The Council of Deans

Article (2) of Section (2) states that the Council of Deans shall be comprised the following members:

1. Chancellor of the University as Chairman.

2. Vice Chancellor(s).

3. Deans of Colleges or whosoever holds a similar position.

4. Other Deans or whosoever holds a similar position.

The Chancellor may also invite whomsoever he deems appropriate to seek their opinion in the discussions of the Council of Deans.

Article (7) of Section (2) states that The Council of Deans shall oversee academic and teaching matters as well as academic staff affairs, scientific research and publications. In particular, the Council shall have the following powers and responsibilities:

• Approving of study curricula and study plans and the development thereof, working out a detailed academic calendar for the University in accordance with study needs and subject to general state directives and determining holidays.
• Deciding upon academic staff appointments in accordance with applicable rules.
• Deciding upon academic promotion of staff in accordance with applicable rules.
• Promoting academic research, translation and publication in accordance with rules and conditions set by the Council of Deans and approved and issued by the Chancellor following their approval by the President.
• Recommending the establishment of scientific societies and organizing scientific and cultural seminars.
• Organizing scientific contacts with external scientific centers after the approval of the President or whomever he may deputize has been obtained.
• Granting academic and honorary degrees and certificates.
• Recommending academic chairs.
• Recommending the establishment of academic departments, and/or their merger or cancellation.
• Approving plans for extracurricular activities at the University.
• Setting conditions for student admission and transfer from and to the University.
• Forming permanent and ad-hoc committees from its members to study cases referred to it, submitting detailed reports thereon for discussion, and taking appropriate decisions in regard therewith.
• Considering any business or responsibilities referred to the Council by the Board.

The College Council

Article (8) of Section (3) states that every college shall have a council that will be designated as the College Council and shall be chaired by the Dean and have the following as members:

1. Deputy Deans.
2. Chairpersons of departments.
3. A representative from each academic department to be nominated by the Chancellor upon the recommendation of the Dean.
4. Anyone whom the Dean deems appropriate to invite in order to seek his/her opinion in the discussions of the College Council.

Article (12) of Section (3) states that the College Council shall oversee academics, instruction, administrative and financial affairs, as well as student affairs, in accordance with the policies set by the Board and within the provisions of the By-Laws. In particular, the College Council shall have the following powers and responsibilities:

a. Proposing study plans in the college and the conditions for granting academic degrees therein.
b. Approving of curricula proposed by departmental councils.

c. Coordinating postgraduate studies, appointment of supervisors and forming discussion panels.

d. Supervising study in the college and coordinating among departments therein.

e. Holding examinations, supervising them, discussing results submitted by different departments and the approval thereof.

f. Recommending to the Council of Deans the awarding of academic degrees and certificates.

g. Proposing by-laws for the college, and submitting the same to the Council of Deans for approval, which shall come into effect only after being approved and issued by the Chancellor.

h. Preparing the annual budget for the college.

i. Supervising and promoting academic research in the college.

j. Making recommendations on matters related to academic staff members and instructors in the college.

k. Discussing annual reports of departments.

l. Setting up permanent and ad-hoc committees from amongst its members to review matters within its jurisdiction.

m. Considering issues referred thereto by the Dean.

**Article (13) of Section (4) states that:**

a. Every college shall have a Dean who will be responsible for its educational, administrative, financial and academic research affairs in a manner consistent with the provisions of the law and rules and regulations issued in accordance therewith. The Dean shall also abide by and implement the decisions of the Board of Trustees and Council of Deans.

b. The Dean will have the responsibility to ensure that instruction and research are conducted in a proper manner. He will also be responsible for maintaining the discipline as well as the application of the law, by-laws and decisions in his college.

c. The Dean must hold the rank of professor. If the need arises, a staff member of another academic rank may be appointed as Acting Dean.

d. The appointment of the Dean shall be by a decision of the Board of Trustees upon the recommendation of the Chancellor for three renewable years normally and for one time only.

e. The Dean shall submit to the Chancellor a detailed report at the end of every academic year regarding the activities, educational affairs and academic research in his college.
The Departmental Council

Article (21) Section (5) states that the Department Council will oversee academic, educational, administrative and financial matters, and student affairs in the college in accordance with the policies of the Board of Trustees, the Council of Deans and the College Council and within the provisions of the law, and the by-laws and decisions issued in accordance therewith. The Departmental Council shall in particular have the following powers and undertake the following responsibilities:

1. Submitting proposals to the Council regarding study plans in the Department
2. Coordinating curricula in the department, course textbook and reference selection and facilitating obtaining the same by the students.
3. Promoting academic research and coordinating it in the department, including community service.
4. Proffering opinion on matters related to academic staff, including appointments, promotions and holidays, subject to the provision that no staff member may take part in the promotion and/or appointment of a staff member of a higher rank.
5. Distributing courses amongst instructors in the department.
6. Organizing academic advising in the department and the provision of student guidance.
7. Recommending to the Council the lists of graduate students.
8. Proffering opinions on matters referred to it.

The Chairman of the Department

Article (22) Section (6) states that

a. The Chairman of the department is responsible for ensuring that teaching, research and academic activities are carried out professionally and in a manner that
does not conflict with the provisions of the law and the by-laws, rules, regulations and decisions issued in accordance therewith. In particular, the Chairman shall have the following powers and responsibilities:

1. Preparing statements regarding the department’s needs and submitting them to the Dean at the appropriate time after consultation with the department so that they can be taken into consideration when the budget is prepared.

2. Maintaining records for the activities of the department and records of university documents related to the department and supervising of their use in accordance with rules and practices followed in the University.

3. Supervising the selection of course textbooks and references.

4. Proposing the distribution of courses to be taught among staff members and submitting the same to the Departmental Council.

5. Encouraging academic research and assisting faculty in conducting research.

6. Distributing students amongst academic advisors and following up the progress of their study plans.

7. Preparing all reports which the Dean’s Office or the University Administration requires from the Department.

b. The Chancellor shall appoint one of the staff members holding the rank of Professor as Chairman upon the recommendation of the Dean for two renewable years normally, and for one time only. The Chancellor may also appoint a staff member of a lesser rank as Acting Chairman. In the absence of the Chairman, the Dean shall be the head the Department.

c. The Chairman shall submit to the College Council, after discussions with the Departmental Council, a full and detailed report at the end of each academic year on the academic and educational affairs of the Department and on academic research, publications and community service.
Conditions and Qualifications for the Appointment
of Faculty Members

A- To be appointed as a faculty member at the University with the rank of Assistant Professor or higher, an applicant, in addition to the other conditions and qualifications provided for in these by-laws, must:

1. Hold a Ph.D. degree or the appropriate higher level qualification for the academic discipline from a university recognized by the Ministry of Higher Education in the United Arab Emirates.

2. Be physically fit in accordance with a recommendation from a Medical Committee approved by the University.

B- To be appointed a Lecturer or an Instructor at the University, an applicant, in addition to the other conditions and qualifications stated in the these By-Laws, must:

1. Hold a Master’s degree or its equivalent from a university recognized by the Ministry of Higher Education in the UAE.

2. Be physically fit in accordance with a recommendation from a Medical Committee approved by the University.

3. Appointments in the Faculty of Fine Arts and Design should be in accordance with the following conditions:
   a. Candidates should have a terminal degree in related specializations.
   b. If a candidate has as his/her terminal degree a master’s degree, he/she must have experience of not less than four years in the field of specialization after having obtained the degree.
   c. A candidate should present documents and certificates to prove that they have made original contributions in the field of art that meet accredited standards.
   d. A candidate should prove that they can teach effectively in accordance with the latest technologies and developments in the field.

To hold the Position of Full Professor, a candidate must have normally:

a. Spent at least ten years teaching in a recognized university since obtaining his Ph.D. or an equivalent qualification.

b. Occupied the rank of Associate Professor for at least five years in a recognized university inside or outside the country.

c. Conducted and published, at the rank of Associate Professor, creative and original research in his field of specialization in refereed journals.

d. Carried out academic, educational or research activities of high quality that qual-
ify him to occupy the rank of Professor. In appointing a person as a Professor, the supervision of master’s and Ph.D. theses will be taken into account.

**To hold a position of an Associate Professor, a candidate must:**

a. Normally hold a Ph.D. or an equivalent qualification from a recognized university and must have held the position of Assistant Professor for at least five years in a recognized university.

b. Have normally conducted original research or carried out creative work in his field of specialization.

c. Have normally carried out educational or research activities of high quality that qualify him to occupy the rank of Associate Professor, after having obtained his Ph.D.

**To hold a position of an Assistant Professor, a candidate must:**

a. Hold a Ph.D. from a recognized university and must be qualified to teach and carry out research at the tertiary level.

**To hold a position of a Lecturer/Language Instructor, a candidate must:**

a. Hold a Master’s degree or equivalent from a recognized university.

b. Meet any other conditions stipulated by the University.

**Subject to the previous conditions for the Full Professor hiring criteria, a Professor from outside the University must have normally:**

a. Spent at least fifteen years teaching at a recognized university after having obtained a Ph.D. degree or an equivalent qualification.

b. Conducted original and creative research of high quality in his/her field of specialization.

c. Demonstrated competence and meet the conditions required for teaching at the University in accordance with the rules, regulations and procedures set thereby.

**Subject to the previous Associate Professor hiring criteria, an Associate Professor from outside the University may be hired if he/she has normally:**

a. Spent at least eight years teaching at a recognized university since having obtained a Ph.D. degree or an equivalent qualification.

b. Conducted and published original research after having obtained a Ph. D. degree or an equivalent qualification.

c. Carried out outstanding academic activities in his/her field of specialization.

d. Demonstrated competence and met the conditions required for teaching at the
University in accordance with the rules, regulations and procedures set thereby.

**When the need arises:**

a. The Chancellor may decide to invite visiting professors from among the scholars, thinkers, or experts, or from among current or former faculty members at Arab or foreign universities to teach courses offered by the University on a temporary basis, to deliver public lectures, or participate in symposia or debates in accordance with procedures and criteria issued by the Chancellor. The decision to invite someone shall include the duration of the visit, the reason for it, and the remuneration due to the visitor in accordance with University By-Laws.

b. The Chancellor may hire visiting professors for one semester or for a whole year. Their salaries and compensation shall be determined according to the criteria set by the Chancellor in accordance with the University By-Laws.

c. The concerned Vice Chancellor may hire part-time lecturers holding the rank of Full Professor, Associate Professor, Assistant Professor, Lecturer, or Instructor according to their qualifications, who shall be paid for each teaching hour in accordance with the criteria set by the University Chancellor and the University By-Laws.

d. All Visiting Professors appointments should be within the approved faculty criteria for each department.

- Regarding certificate equivalence and rank allocation, a committee shall be set up under the chairmanship of the Chancellor for the purpose of verifying academic certificate equivalence and recommending academic ranks at the University. The Chancellor may add to this committee other specialized persons to act as permanent or temporary members. The committee may consult any educational institution or otherwise inside or outside the country. The decisions of this committee regarding certificate equivalence and recommending academic ranks in the University shall be final after the approval of the Chancellor.
Academic Faculty Members’ Duties

A faculty member’s duties include the following:

a. Teaching and conducting examinations.

b. Conducting original research.

c. Supervising dissertations, student research and student academic and social activities.

d. Performing academic advising.

e. Participating on University councils and committees and on councils and committees which the University approves or participates in.

f. Devoting himself/herself to his/her academic duties at the University and maintaining levels appropriate to the University’s position and reputation in fields of research, teaching, guidance and administration.

g. Performing any tasks as requested by the Chancellor or Dean of his college so long that such tasks are not incompatible with the nature of his/her work.

h. Serving the local community and fulfilling its needs in accordance with certain criteria set by the University.

Weekly work hours for the faculty member shall be a minimum of (40) forty hours to be distributed as follows:

a. Teaching.

b. Academic research.

c. Academic advising.

d. Student appointments.

e. Participation in councils and committees.

f. Supervision of dissertations and students research projects.

g. Serving the University and the local community.

• In May of each academic year, a faculty member shall submit to the Chairperson of his department or coordinator of his section an annual report detailing his/her academic activities in the areas of teaching, supervision, academic research and non-academic activities in the field of community service, committee membership, etc. The chairperson or coordinator will then submit his assessment to the College Dean.

• A faculty member may do work, such as lectures, consultations and technical services outside the University with the approval of the Chancellor and upon the recommendation of his Dean.
• A faculty member may not teach outside the University for remuneration or for free without the prior approval of the Chancellor and upon recommendation from the Dean, and after the Chairperson’s opinion has been sought, provided that the total number of lectures given every week is not in excess of (3) three during the academic semester.

Teaching Load, Teaching Overload and Part-Time Teaching

Teaching Load:

a. The teaching load of the faculty member will be (12) teaching hours a week for Ph.D. holders and (15) teaching hours for master’s holders. The Chancellor may, however, direct a faculty member to teach extra hours if that is deemed necessary.

b. The teaching load of a faculty member holding the position of Vice-Chancellor or Dean or any similar position shall be reduced to (6) teaching hours. A faculty member in one of these positions shall not be paid for any extra credit hour/s he might teach. The Chancellor may allow for any exception whenever necessary.

c. The teaching load of a faculty member who occupies the position of Vice-Dean, Head of a Department or any similar position shall be reduced to nine (9) credit hours. A faculty member in one of these positions shall not be paid for any extra credit hour/s he might teach. The Chancellor may allow for any exception whenever necessary.

d. By decision of the Chancellor, a faculty member may be assigned on a full-time or part-time basis, tasks other than teaching that may serve the objectives of the University.

e. The Chancellor may reduce the teaching load of a faculty member by an appropriate number of credit hours to enable him/her to conduct research in a topic that has been approved. Full cost of the release time shall normally be covered by external research grants.

f. Upon approval of the concerned Vice-Chancellor, and on the basis of recommendations from the concerned director of a department and the concerned dean of a college, additional teaching hours (no more than 3 credit hrs) may be assigned to a faculty member. In case of dire necessity and upon approval form the Chancellor, the faculty member may be assigned to teach a maximum of 6 additional credit hours.
In Addition:

A. A faculty member shall be entitled to an additional teaching compensation if he/she exceeds the teaching load of their ranks as follows:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Teaching Load</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Professor</td>
<td></td>
</tr>
<tr>
<td>Associate Professor</td>
<td>12</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td></td>
</tr>
<tr>
<td>Lecturer</td>
<td>15</td>
</tr>
<tr>
<td>Language instructor</td>
<td>20</td>
</tr>
</tbody>
</table>

B. Teaching hours shall be calculated as follows:

1. One theoretical hour of teaching in the Bachelor Degree shall be calculated as one credit hour.

2. One theoretical hour of teaching in a master’s degree program shall be calculated as 1.2 credit hours.

3. One lab hour shall be calculated as 0.5 credit hours.

4. The teaching load of a thesis supervisor shall be calculated as follows:

   a. When his teaching load is complete:

      1. He shall be paid AED 2000 per thesis for each semester for a maximum period of three consecutive semesters.

      2. In case of joint supervision, a supervisor shall be paid AED 1000 per thesis for each semester for a maximum period of three consecutive semesters.

   b. When the teaching load is incomplete, thesis supervision shall count as:

      1. One credit hour per thesis for each semester for a maximum period of three consecutive semesters.

      2. Half a credit hour in case of joint supervision per theses for each semester for a maximum period of three consecutive semesters.

      3. One hour in the studios of the College of Fine Arts and Architectural Engineering shall be calculated as 0.66 credit hour.

      4. One hour of clinical training in the Medical Colleges and the College of Health Sciences shall be calculated as 0.66 credit hour.
5. One credit hour shall be counted for the faculty member who supervises the design works or graduation research projects of two students.

6. One credit hour shall be counted for the faculty member who supervises graduation projects of 3 students in the departments of the Colleges of Engineering, Medical and Health Sciences, Computer, Applied Sciences or Business Administration.

7. One credit hour shall be counted for the faculty member who supervises the graduation projects of five students in theoretical departments of the College of Shari’a, the College of Law and departments in the College of Arts, Humanities and Sciences.

8. Cases that are not explicitly mentioned in the current regulations shall be subject to the decision of the Chancellor.

- The faculty member who is assigned to teach hours beyond his/her teaching load shall be compensated as follows:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Available</th>
<th>Rare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full, Associate, Assistant Professor</td>
<td>AED 150/hr.</td>
<td>AED 200/ hr.</td>
</tr>
<tr>
<td>Lecturer, Language Instructor</td>
<td>AED 100/hr.</td>
<td>AED 150/hr.</td>
</tr>
</tbody>
</table>

- A faculty member teaching on the University Campus at Sharjah shall be compensated by AED 400 for each credit hour that he/she is assigned to teach in the University Branch at Khor Fakkan if this credit hour exceeds his/her teaching load and by AED 250 for each credit hour that falls within their teaching load.

- A faculty member shall be compensated by AED 400 for each student he/she supervises the training of (up to a maximum of 30 students). This is conditional, however, upon covering a minimum of 120 training hours and observing the regulations for supervising student training such as the number of visits.

- In case of need and upon the approval of the concerned Vice-Chancellor and the recommendation of the concerned Dean, the University may appoint qualified external part-timers who shall be compensated as follows:

**Faculty Members:**

<table>
<thead>
<tr>
<th>Colleges</th>
<th>Compensation</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering, Law, Computer, Business Administration, Medical and Health Colleges, Fine Arts</td>
<td>AED 300/ hr</td>
<td>Master's Holders with the Rank of Lecturers</td>
</tr>
<tr>
<td>Other Colleges</td>
<td>AED 250</td>
<td>AED 150</td>
</tr>
</tbody>
</table>
Annual Holidays and Leaves of Absence:

a. A faculty member at the University is entitled to have an annual holiday of sixty days to be distributed between the semesters in accordance with instructions issued by the Chancellor. In all cases, the holiday shall be annual and may not be cumulative over the years.

b. The Chancellor shall have the right to instruct a faculty member to work during the holiday in return for a remuneration to be determined by the Chancellor.

c. The Chancellor, or whomever he delegates, may after seeking the Dean’s opinion grant a faculty member a two-week leave to perform Pilgrimage. The faculty member shall be entitled to such a holiday only once during his employment with the University.

d. Faculty members are entitled to sick-leaves in accordance with the following:

1. A paid short sick-leave of not more than seven days in accordance with a medical report approved by the University Clinic.

2. Long sick-leave: A faculty member is entitled to a fully paid sick-leave of no more than two months. If this faculty member is unable to resume his duties after the two months, the Chancellor or whomever he delegates may extend the leave for two more half-paid months in accordance with a report from a specialized medical body. The Chancellor or whomever he delegates may extend the leave for the same faculty member for two more months with just a quarter of his monthly salary in accordance with a report from the same medical body. In case the medical committee decides that the faculty member may not recover from his illness after the third leave, terminating his contract shall be considered.

3. The Chancellor, upon the recommendation of the concerned dean and department, may grant a faculty member an unpaid leave of not more than two months a year if the excuse for the leave is accepted (i.e. accompanying a spouse, child, parent, or sibling for treatment inside or outside the county). Extension for a similar period may be granted if necessary. Any other extension has to be approved by the Supreme President of the University.

e. A faculty member is entitled to an emergency leave as follows:

1. A faculty member is entitled to an emergency leave for not more than seven days, whether separate or in succession during an academic year. In such a case, the faculty member shall submit a written report to his dean explaining the reason for his absence. This report must be approved by the concerned Dean and Vice Chancellor. Otherwise, the leave shall be unpaid.

2. The Human Resources Department shall follow up on the matter in order to take the necessary actions in this regard.
f. The procedures for sabbatical leave are as follows:

1. The Chancellor, upon the recommendation from the College Council and the department concerned, may grant an Associate Professor or a Professor a sabbatical leave inside or outside the country for one whole year or two separate semesters for each six years he spends in the employment of the University. The faculty member should submit upon his return a report about his research activities during the sabbatical year to the Dean.

2. Conditions and controls for the sabbatical leave shall be determined by a decision of the Chancellor.

g. The Chancellor may, in special cases, grant a faculty member an unpaid emergency leave for a period of no more than one semester upon the recommendation of the departmental council and the College Council.

h. A female faculty member is entitled to a fully-paid maternity leave for a period of forty-five days.

i. A female Muslim faculty member whose husband passes away is entitled to a fully-paid leave of four months and ten days as of the date of death. However, a non-Muslim female faculty member whose husband passes away is entitled to a leave of seven days. A faculty member whose wife or next of kin passes away is entitled to a fully-paid four day leave.

**Delegation, Secondment and Conference Attendance:**

a. A faculty member may be sent on academic or official business inside or outside the country in accordance with instructions from the Chancellor.

b. A faculty member may be delegated to perform other administrative tasks or may be seconded to a governmental or international organization in accordance with instructions from the Chancellor.

c. The University of Sharjah is keen to encourage faculty members to take part in conferences and seminars organized by scientific and specialized organizations, whether at the local, regional or international level.

• Participation in conferences shall be by decision of the Vice Chancellor for Academic Affairs/Vice Chancellor for Medical Colleges Affairs.

• Conditions that must be satisfied by applicant:

1. The applicant must be a faculty member and must have passed the probationary period.

2. The University shall not incur any conference expenses unless the applicant is a faculty member working for the University when the conference is held.
• **Required Documents**

A form shall be filled out and submitted at least one month before the date of the conference/seminar to be attended. The following documents must be included:

a. Approval from the college concerned.

b. A copy of the paper to be read or an abstract thereof as the conference organizers may require.

c. A copy of the conference flier (in which the fees are stated).

d. A letter indicating final (and not conditional) acceptance of the paper by organizers.

• **General Guidelines**

1. The University shall allocate an adequate annual budget for each college to cover the expenses of conference attendance by its faculty. Such a budget shall ordinarily be allocated in light of the college plan to send to conferences a number of faculty members that comprises no more than 20% of its total number of faculty members.

2. A college may divide the available funds amongst faculty members who wish to attend conferences in a way that does not exceed the amount allocated in the budget for conference attendance provided that such division is carried out in an equitable manner. To this end, the following guidelines may be followed for the purpose of prioritization:

   a. Faculty who are attending conferences that are closer to their specialization.

   b. Faculty who are asked to represent the University in a conference.

   c. Faculty who are requested to prepare a paper by conference organizers.

   d. Faculty who are given organizational capacity in a conference.

   e. Faculty who have not attended conferences in the year in question or the year before.

3. The participant shall submit to the Chairman upon his return a report on the conference. A copy thereof must also be forwarded to the Dean’s office.

4. The faculty member must organize a seminar on the conference, the discussions carried out and the recommendations made therein to his colleagues in the department within one week of his return.

5. A faculty member is entitled to take part in one local conference and one external conference every year provided sufficient funds are available for that purpose.

6. The conference must be relevant to the specialization of the faculty member.

7. No participation in a conference will be accepted without an acceptable paper, except in special cases which are approved by the Chancellor.
Conditions of Participation

1. The conference must be in the applicant’s area of specialization.
2. The participant must be the main (or joint) author of the paper. The applicant must also be the presenter of the paper.
3. The paper must bear the name of the University of Sharjah.
4. No conference participation is permitted during the first week of teaching, the last week of teaching or during the final examinations period.
5. Faculty teaching in the summer session may not apply to attend conferences or seminars held abroad during that session due to the shortness of the semester.
6. Participation without a paper may be permitted with the approval of the Chancellor in the following cases:
   a. The participant should be a main member of the organizing committee for the conference.
   b. The participant should be a member in one of the scheduled panel discussions of the conference.
   c. The participant should be the moderator for one of the workshops or sessions of the conference.
   d. If the participant should represent the University in a major academic activity that reflects positively on the University.

Regulations of financial support to applicants

1. The University covers the expenses of a conference for a participant throughout the days of the conference only at the rate of US $160 per diem as follows:
   a. A maximum of four per diems is paid if the conference is held in a country in the Far East, South America, the United States of America, Canada, or Australia.
   b. A maximum of three per diems is paid if the conference is held elsewhere.
2. The University shall pay a maximum of US $500 to cover the conference or symposium fees.
3. The University provides conference participants with an economy round trip ticket. However, if the conference is held in summer, the University provides the participant with a ticket from their country of residence to the place of the conference and if the conference is held in the country of the participant, the University shall not incur the travel expenses.
4. In case of local conferences (Al-Ain, and Abu Dhabi only), the University shall cover the travel and accommodation expenses provided that they do not exceed AED 700 in accordance with the receipts submitted to the University. In addition,
the University shall pay the registration fees.

- If a faculty member participates in presenting more than one paper, the University shall cover the expenses for only one paper.

- If a participant receives full financial support to cover the expenses of the event, the University shall not incur any expenses.

- If a participant receives partial financial support to attend a conference, the University shall cover the remaining part of the expenses provided that it does not exceed what is stated in the regulation of financial support for conference participation.

**ANNUAL BONUS AWARD FOR OUTSTANDING FACULTY**

The “Annual Bonus Award for Outstanding Faculty” recognizes academic faculty that have distinguished themselves through outstanding academic achievements. The award provides an incentive for UOS faculty to excel in their academic work and to continuously strive to improve the quality of their contributions in teaching, research, administrative and community service areas. The award will not have any impact on the monthly salary of faculty members. The faculty member should apply for the award through his/her department, the college of which will forward to the Chancellor faculty nominees based on their annual performance evaluation, and after presenting evidence of their distinction. It is anticipated that a maximum of 10% of the university faculty of the academic rank of Assistant Professor and above will be eligible for this award each year. The award will be made as a bonus payment. A faculty member is eligible to apply for this award every year.

**A. Rationale for the Award**

The Annual Bonus Award provides for incentive and a means of recognition in the form of a financial reward for UOS faculty members with outstanding academic performance. The University of Sharjah is keen on providing a performance-based faculty reward system for the following reasons:

- To reward and help retain excellent faculty at UOS.

- To keep UOS competitive with UAE-based universities that provide merit-based incentives.

- To encourage and recognize strong contributions that serve a particular program and college, while meeting University goals.

**B. Faculty Performance Evaluation**

Evaluation is based on the professional responsibilities of the faculty member in the areas of teaching and curriculum development, research and scholarly activities, uni-
versity and community service, and administrative responsibilities. The University annual evaluation system of faculty members is used as one of the parameters for nominating eligible faculty for the award. It is, however, recognized that within the broad definitions of these areas, the activities in which the faculty engage in pursuit of fulfilling their professional assignments could vary form one academic unit to another. Each faculty member should meet with the Chair/Director of the academic unit to establish goals and objectives for the upcoming evaluation period and discuss their relevance within the context of the program goals. The standard UOS form of “Annual Plan of Faculty Member Activities” is used for that purpose.

**Areas for the Award:** Candidates for the bonus award must have demonstrated exceptional performance in one of the following areas:

a) Research  
b) Teaching  
c) University and Community Service.

A faculty member is not allowed to apply for more than one area. A professional performance portfolio for each faculty is maintained in the Dean’s Office. As a minimum, the information and materials used for evaluation must include the completed faculty annual report form, courses taught each semester, teaching evaluations, publications, performance and presentations, university and community service activities, and administrative responsibilities.

At the beginning of October in each academic year, faculty members submit their “Annual Activity Report” for the last two academic years.

**The following conditions should be observed in the process of granting the award:**

1. Clear excellent performance in one of the areas mentioned above that the faculty member has applied for (>90%); very good performance in the other areas (>80%).

2. The award is granted to about 10% of the faculty members of the University.

3. A faculty member can apply to receive the award every year.

4. The academic performance of applicants for the award shall be evaluated over the two immediately preceding academic years.

5. Applications for the award, supported with evidence to prove distinction, must be presented to the chairperson of the applicant’s department.

6. An ad-hoc departmental committee shall evaluate the report of each applicant according to the established procedure, and it shall, then, present its report to the Deanship of the relevant college. If a departmental committee cannot be formed for any reason, all applications shall be referred to the College Committee.
7. A special committee for each college shall evaluate the nominations from each department, and present its reports to the Chancellor of the University.

8. The reports of the Committees of the colleges shall be evaluated by a special committee at the level of the University which will in turn submit its reports to the Chancellor.

9. Committee members shall be carefully selected so that there will be no conflict of interests whatsoever.

C. Financial Requirements

The University Chancellor allocates a lump sum from the University budget equal to 5% of the rare specialization a Full Professor’s annual salary in the first year of the salary scale designated to this rank multiplied by the number of the faculty members at the University. This sum will be distributed as follows:

1. A maximum of 10% of the faculty members will be eligible for the award every year.

2. The bonus award will be made as a lump sum/bonus payment, as follows:
   - 20,000 Dhs. for distinction in research for each winner.
   - 15,000 Dhs. for distinction in teaching for each winner.
   - 10,000 Dhs. for distinction in University and community service for each winner.

D. Institutional Guidelines

A. Eligibility

1. A faculty member must be full time and have completed at least two academic years at UOS by the time of submitting the Annual Activity Report. A faculty member may apply for the bonus award in consecutive years.

2. Adjunct and visiting faculty members are not eligible for the bonus award.

B. Performance Reviews

It is the responsibility of Deans and chairpersons to ensure that all individuals receive an annual performance review, using the standardized UOS form. The timely completion of documented performance reviews is a key component of the Bonus Award Program. All faculty members are to receive a copy of the policy and guidelines for bonus award.

E. Timeline for Award Process

The following table shows the schedule of key actions, which are necessary for timely granting of the Bonus Award.
Faculty Contracts and Contract Renewal

1) Vacancies and Recruitment
   a. At the beginning of each academic year, a committee called The Central Committee for Faculty Selection and Contract Renewal shall be formed and headed by the Chancellor or whomever he delegates. This committee shall consist of at least six faculty members normally at the rank of Full Professor. The committee shall follow up on the implementation of plans approved by the Board of Trustees to cover the University staffing needs and renew their contracts.

   b. Colleges and centers shall provide the committee with their staffing needs for each academic year and the different specializations and academic ranks needed within a period of no more than one month from the commencement of the academic year. The college must also specify any special conditions that have to be met by candidates.

   c. Vacancies for academic faculty member will be advertised only once at a suitable time, to be determined by the committee, which shall oversee the design of the advertisement and its duration as well as methods and places of advertising. Job vacancies may, in special cases, be advertised more than once a year.

2) Applying to the University
   a. Job applications for positions advertised by the University must be submitted to the University, along with academic qualifications, experience certificates, publications, etc. within the time limits set in the advertisement.

   b. Applications will be referred to deanships concerned so they can be studied and
opinion can be given in regard therewith in accordance with selection criteria and preference set by a decision issued by the Committee.

c. The Central Committee for Faculty Selection and Contract Renewal shall review the nominations received from college councils in light of set criteria and take necessary decisions.

d. The Committee shall send its recommendations for hiring the candidates to the Chancellor who shall present them to the Board of Trustees for Approval.

3) Faculty Appointments

a. The appointment of a faculty member is valid upon the date of approval by the concerned authority and he/she should report to work on that specific date.

b. If there is a need for the appointed faculty member to report to work before his/HER specified appointment date, he/she will receive a compensation to be determined by the Chancellor who may approve the postponement or delay of the work date up to no more than two semesters if needed.

c. An appointed faculty member is required to notify his department chair in writing of his reporting to work, and the Department Chair should report the situation to the Dean who will have to communicate that to the relevant Vice Chancellor within a maximum of 10 days.

d. Should the appointed faculty member fail to report to work within a maximum of two weeks of the specified date, he/she would be considered as uninterested in the appointment.

4) As an exception to the provisions of items (1 & 2) hereinabove, a faculty member may be hired by a decision from the Chancellor and after the approval of the Supreme President without advertising the position in the following cases:

a. If the candidate is nominated for an academic administrative position.

b. If the applicant is a national who has fulfilled all appointment requirements for appointment as a faculty member.

c. If the applicant has a rare specialization and enjoys a distinguished academic status that cannot be available through advertising.

5) Faculty members may be hired by either secondment or personal contracts in accordance to the following conditions and provisions:

a. A candidate shall be hired according to the academic rank approved by the University and of which he was informed in writing when he was nominated.

b. Salaries of faculty members shall be determined according to the scale of salaries, increments and remunerations. The faculty member is entitled to his annual increment at the end of his first year at the University, subject to satisfactory performance. Normally, previous years of experience shall be counted for salary
purposes as of the date of obtaining the academic rank according to which he was hired by the University. If the work experience was not in teaching, normally half of the number of years shall be counted.

6) The first term of contract with a faculty member will be for two years. During the first year, the appointee will be on probation, and the University may terminate the contract prior to the end of the first year without giving any reasons. In such a case the faculty member is entitled to compensation equal to the total of his salary for six months, or the total of his salary for the remaining period of the first year of his contract, whichever is less.

7) Renewal of Contracts

A. The faculty member holding the rank of Assistant Professor or higher shall be evaluated at the end of the first year of his contract in teaching, academic research and community and University service at the level of the department, college and the Central Committee for the Selection of Faculty Members at the University. The faculty member shall be informed of the University’s decision six months prior to the end of the contract term. The decision shall be either no renewal of contract or renewal for three years.

B. Lecturers and Instructors and faculty members in the Community College shall be evaluated in teaching and community service at the level of the department and college, and by the Committee for Faculty Selection. The concerned faculty member shall be informed of the decision regarding the contract six months prior to its expiry. The decision shall be no renewal or renewal for two years.

8) The faculty member holding the rank of Assistant Professor or higher shall be evaluated in the first month of the third year at the level of the department, college and the Central Committee for the Selection of Faculty Members at the University for his overall performance at the University in teaching, academic research, and University and community service. The faculty member shall be informed of the University decision six months prior to the end of the contract term. The decision shall be either no renewal of contract or renewal for four years.

9) The faculty member who is on a four-year contract shall be evaluated in the first month of the fourth year at the level of the department, college and the Central Committee for the Selection of Faculty Members at the University. If he receives positive evaluation, he will be granted a rolling contract for four years. If the evaluation is negative, the faculty member shall continue his contract for the remaining period. Any faculty member with a rolling contract shall be annually evaluated, and if the evaluation is positive, the contract shall be continued for four years. However, if the evaluation is negative for two successive years, the faculty member shall continue his contract for the remaining period.

10) Termination of Contracts

1. A contract may be terminated by decision of the Chancellor and after the ap-
proval of the Supreme President in the following cases:

a. If the resignation of the faculty member is accepted. For a resignation to be accepted, it has to be submitted six months prior to the end of the contract. If the faculty member insists on terminating his contract without observing this condition, he shall forfeit his end-of-service gratuity and travel expenses for himself and his family.

b. Cancellation of a position or for public interest. In such a case, the faculty member shall be provided compensation equal to the total of his salary for six months, or his salary for the remaining period, whichever is shorter.

c. Permanent disability to perform work.

d. Disciplinary termination of contract.

e. If the faculty member is convicted for an immoral crime or breach of trust.

2. The contract of a faculty member is terminated in the following cases:

a. Reaching the age of sixty for Assistant Professors, Lecturers and Instructors.

b. Reaching the age of sixty five for Professors and Associate Professors. The contract may be extended year by year until the age of seventy by a decision of the Chancellor after the approval of the President.

3. When considering the renewal of the contract of an Assistant or Associate Professor, the number of years he spent in each academic rank at the University of Sharjah without being promoted to an upper rank shall be considered as follows:

a. The contract of an Assistant Professor who has held this academic rank for ten years since obtaining this rank at any university without being promoted to the rank of an Associate Professor shall not be renewed.

b. The contract of an Associate Professor who holding this academic rank for twelve years since obtaining this rank at any university without being promoted to the rank of Full Professor shall not be renewed.

11) Secondment

a. The University shall give a faculty member, who is hired on secondment or by means of a personal contract, his wife and three dependents under the age of eighteen return economy plane tickets to his place of work or country, as the case may be, once in every academic year. He/she shall be entitled for reimbursement if he wishes to travel on his own. This right, however, shall be forfeited if the faculty member leaves the employment of the University without giving the University a six month’s notice prior to the end of his contract or if his contract is terminated by a disciplinary decision.
b. By ‘dependents’ is meant:

1. Children who have not attained the age of eighteen.
2. Children who pursue their university education inside the country until the end of the first degree and have exceeded this age.
3. Daughters who are unmarried, widowed or divorced and are not engaged in gainful employment.

12) If both the husband and the wife are under the employment of the University:

a. Accommodation is assigned to one of them.

b. Tickets or reimbursement therefore, as the case may be, will be given to the spouse according to the rules applied by the University.

13) The faculty member shall be paid a cash allowance of AED (4000) four thousand dirhams at the beginning of employment and the same amount at the end of employment for shipping his belongings against official receipts. The faculty member shall be denied this right if he/she ceases working for the University without the university’s approval, or if his/her contract is terminated due to a disciplinary decision.

14) Medical Insurance

a. Faculty members and their families shall be covered by medical insurance in accordance with regulations issued by the Chancellor.

b. The University shall bear the annual tuition fees including the textbooks of the faculty members’ children with a maximum amount of AED 20,000 for each child and AED 40,000 for all children starting from KG2 till the end of the secondary school stage. Fees shall be paid against official receipts. The University shall also offer two educational grants for two children together at the same time to study in any college of the University of Sharjah except the colleges of Medicine and Dentistry where part of the fees, determined by the University Administration, shall be covered by the concerned faculty member.

c. The University provides faculty members with appropriate housing at its own cost, and a one time furniture allowance of AED (30,000) thirty thousand dirhams is given to each faculty member. If the length of service at the University is less than four years, the furniture allowance shall be partially paid back to the University according to a linear depreciation model.

15. The Faculty member is entitled to an annual gratuity that is equal to one monthly salary for each full academic year. The annual gratuity is paid at the end of each year of service.

16. The dependent members of the family of the faculty member who is hired on secondment or by means of a personal contract, shall be offered, in case of his demise, the following:
a. The total of one month’s salary for the month in which the death occurs.

b. The total of the next three months’ salary.

c. End of service gratuity

d. The preparation of the deceased, transporting his body to his country and the expenses of the return of his family and its belongings shall be covered by the University.

17) If one of the dependents of a faculty member passes away while his contract is still valid, the University shall bear the costs of preparing and transporting the body to the country of origin in addition to the costs of a return ticket for one person from his family.

**Disciplinary Measures**

1. Each faculty member shall perform all academic duties assigned to him/her, in abidance of all laws, regulations, and decisions in effect at the University. Faculty members shall also exercise collegiality with fellow faculty members, good relations with students and the community, inside and outside the University, and uphold the system of values that prevails in the Arab-Islamic society of the UAE. They shall also refrain from any activity that might harm the University’s reputation or that of its employees and consequently fall under the disciplinary measures specified hereinafter.

2. Investigations/Disciplinary Hearings

   a. The Chancellor shall appoint on his own initiative and that of the Dean a faculty member to conduct an investigation through questioning the faculty member accused of certain offenses.

   b. The faculty member performing the investigation shall be of a rank at least equivalent to that of the faculty member being questioned. The results of the investigation shall be submitted in a detailed report containing a clear and precise recommendation to the Chancellor, who may then pursue any action that he might think appropriate, stop any further proceedings, issue a letter of reprimand to the accused, or forward the case, together with the findings and recommendations from the investigation, to the Disciplinary Council. All aspects of the case shall be kept strictly confidential and be carried out in accordance with proper legal procedures.

3. Disciplinary Process

   a. The Chancellor may suspend the faculty member being investigated from carrying on with his/her duties as a precautionary measure for a maximum of three months if he believes that it is in the interest of the investigation to do so. The period of suspension may not be extended except by a decision from the Disci-
plinary Council.

b) Unless the Disciplinary Council provides otherwise, suspension from duty entails suspension of salaries as of the date upon which the decision to suspend the faculty member was issued.

c) If the case under investigation is not referred to the Disciplinary Council within a month after the decision to suspend the faculty member is issued, the suspension shall be revoked, upon which the Disciplinary Council’s decision on the matter shall then be enforced.

4. The Chancellor or someone authorized by him shall send the faculty member under investigation a detailed report regarding the accusations against him/her, together with a copy of the investigator’s findings via registered mail at least fifteen days before the disciplinary session is to be held.

5. The faculty member whose case has been referred to the Disciplinary Council shall have the right to be informed of the findings, and to ask a lawyer or another faculty member to defend him/her before of the Disciplinary Council.

6. The Chancellor shall set up Disciplinary Council for faculty members as follows:

a) The Vice-Chancellor (Chair). The Chancellor may appoint someone else in place of the Vice-Chancellor if the latter is absent or if there is a legal or other compelling reason why he should not occupy this position.

b) The Dean of the college to which the faculty member under investigation belongs.

c) A faculty member chosen by the Chancellor. The faculty member appointed to investigate the case in accordance with Article (42) above may not serve as a member of the Disciplinary Council.

7. The disciplinary measures that may be taken against a faculty member include a:

a) Warning.

b) Reprimand.

c) Reprimand with a one-year suspension of annual increment, or a reprimand with a one-year suspension of promotion to a higher rank.

d) Reprimand with partial or total suspension of payment of salary for a period not exceeding six months.

e) Termination of contract, but with full rights to salaries and indemnities.

f) Termination of contract with partial or total withholding of salaries and indemnities.
8. Disciplinary actions cited in item (7) above are issued in following manner:

   a. The Chairman of a Department may issue the penalty of a warning, but the faculty member may appeal it to the Dean within seven days from being notified of the penalty.

   b. The Dean may issue the two penalties mentioned in (a) and (b) of item (7) and the faculty member against whom these penalties have been issued may appeal the actions to the Chancellor within seven days of being notified. The Dean may form a committee to investigate the violations for which the faculty member has been charged before issuing such penalties.

   c. The Chancellor may impose the penalties in successive order: (a), (b), (c) and (d) of item (7) above.

   d. The Disciplinary Council may issue any penalty mentioned in item (7) above.

9. Decisions by the Disciplinary Council shall be considered final. Grievances against the decisions of the Disciplinary Council may be directed to the President within two weeks of notification. The President’s decision on the matter shall be final and not subject to appeal elsewhere.

10. The case under investigation shall not be rendered void if the faculty member being investigated submits his/her resignation.

11. The disciplinary measures taken against a faculty member have no bearing on any criminal or civil proceedings connected with the same event that led to them.
Chapter IV
Faculty Promotion Procedures & and Regulations
First - Promotion Criteria

Promotion criteria at the University of Sharjah include evaluating the performance of faculty members in the following three areas:

1. Academic research: sixty points (60%)
2. Teaching and academic advising: thirty points (30%)
3. University and community services: ten points (10%)

1- Academic Research

This criterion involves academic research and publications in the applicant’s field of specialization. Academic research admissible for purposes of promotion includes:

A. Published research articles (or accepted for publication) in multiple periodicals and journals (at least three for promotion to Associate Professor and four for promotion to Full Professor). These periodicals and journals must be refereed and regularly published by universities, academic or scholarly societies/associations, scientific research centers, or international publishing houses, and specialized in the applicant’s field of specialization in accordance with criteria approved by the University. A maximum of two articles based on master’s or doctorate theses supervised by the applicant whether he was the main or associate supervisor can be considered for promotion to the rank of Associate Professor, and a maximum of three such articles may be considered for promotion to the rank of Full Professor.

B. Research articles actually published in the proceedings of specialized academic conferences organized by universities, academic associations, or scientific research centers. These articles must have been evaluated by at least two specialized referees prior to publishing. Only one of such articles can be considered for promotion and it shall be rated as (C) and given a weight of (0.5).

C. Case studies in the field of specialization published or accepted for publication in refereed academic journals. A maximum of one such case can be considered for promotion.

D. Published research in specialized books in the applicant’s field of specialization. These books must have been refereed by at least two specialists in the field and should be published by a university, an academic association, or by an international publishing house. A maximum of one such work can be considered for promotion.

E. Published books that have original contribution to knowledge in the applicant’s field of specialization provided that the book is not less than seventy-five thousand words. Such books must have been evaluated by at least two specialists prior to publication. They should also be published by a university, an academic association, or an international publishing house. Each book shall be considered
equivalent to an article and a maximum of two such books can be considered for promotion.

F. Published textbooks in the field of specialization of the applicant provided that the number of words in the book is not less than 75,000 words. No more than one textbook shall be counted for each promotion, and the book shall be considered as a published research paper of the second level (B) with a weight of (0.75).

G. Heritage books (in part or in total) that have been verified, edited and commented on, and published by a university, an academic association, or a well-known publishing house. These books should be in the applicant’s field of specialization and should be evaluated by at least two referees specialized in the same field of the books. Each edited book in part or in total is equivalent to one article. A maximum of one book or part of a book can be considered for promotion, provided that the new text has a number of words more than the original one by at least 75 thousand words.

H. For Fine Arts specializations, artistic and creative works that have been displayed in prestigious exhibitions can be considered for promotion purposes. Each time an applicant participates, a new work is considered equivalent to one article provided that these displays appear in the publications of museums and exhibitions in accordance with criteria approved by the University.

I. In any event, the number of books referred to in items (E), (F) and (G) above that can be considered for promotion to the rank of Associate Professor should not exceed two, and three for promotion to the rank of Full Professor.

J. If any of the books referred to above has not been refereed prior to its publication, the University shall subject such a book to refereeing by at least two external referees before it can be considered for promotion.

2- Teaching and Academic Advising

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

A. Effectiveness of the applicant’s teaching according to his students’ evaluations in the courses/s he has taught at the University of Sharjah.

B. Effectiveness of the applicant’s teaching according to peer evaluations of a sample of the courses/s he has taught at the University of Sharjah.

C. The variety of courses taught by the applicant at the University of Sharjah.

D. For the rank of Full Professor, the contribution of the applicant to graduate studies through teaching graduate courses and/or supervising students’ theses.

E. The applicant’s contribution in developing study plans and programs including proposing new courses or modifying already existing ones.
F. The applicant’s contribution toward improving the teaching process by being creative and through writing academic materials and conducting and publishing case studies, which compare and contrast the effectiveness of teaching methods and techniques.

G. Utilizing educational technologies in teaching.

H. Participating in academic advising.

I. Participating in seminars, workshops, or conferences pertaining to improving and developing teaching methods.

3- University and Community Services

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

A. Serving on department, college and university committees.

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

C. Participating in training and educational activities inside or outside the University.

D. Providing academic or professional consultations in the applicant’s field of specialization.

Second: Academic Promotion

Promotion to the Rank of Associate Professor:

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

A. Have spent five years as an Assistant Professor, of which at least one year has been at the University of Sharjah.

B. Submit a minimum of five original articles in his field of specialization, of which he is the main or sole author of at least three of them. Each single authored paper shall be allotted a maximum of ten points. In case of jointly published articles, points shall be counted as follows:

1. If the authors are two, seven points shall be given to the major author and five to the other author.

2. If the authors are three, six points shall be given to the major author, and three points to each of the other two authors.

3. If the authors are four, five points shall be given to the major author and two and a half points to each of the other three authors.
4. If the authors are five or more, four points shall be given to the major author and two points to each of the other four authors.

5. In calculating the points for works published or accepted for publication, the weight specified for each type of journal shall be taken into account.

An applicant must obtain at least 35 points for the promotion application to proceed and the academic contribution of a faculty member applying for promotion to the rank of Associate Professor must include at least one research paper published in a class “A” journal, or three research papers published in class “B” journals. Authored or edited books shall not count for this purpose.

C. Have had at least three articles actually published.

D. Have had his articles accepted for publication after obtaining the rank of Assistant Professor, and these articles must not have been used earlier for earning an academic degree (master’s or Ph.D. degrees).

E. Have had at least two articles completed and published or accepted for publication while working at the University of Sharjah.

F. Have co-authored books treated as co-authored research papers in terms of points.

G. Have taught at the university level for the period stated in item (A) above, and his overall evaluation in teaching and academic advising shall not be less than 75% of the total points allotted for teaching and academic advising in accordance with the form designated for this purpose.

H. Have contributed to university and community services with an overall evaluation of at least 70% of the total points allotted for university and community services in accordance with the form designated for this purpose.

**Promotion to the Rank of Full Professor**

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

A. Have spent five years as an Associate Professor, of which at least two years have been at the University of Sharjah.

B. Submit a minimum of eight original articles in his field of specialization, of which he is the main or sole author of at least five of them. Each single authored article shall be allotted a maximum of ten points. In case of jointly published articles, the authors shall be asked to specify the contribution of each. Points shall be counted as follows:

1. If the authors are two, seven points shall be given to the major author and five to the other author.

2. If the authors are three, six points shall be given to the major author, and three points to each of the other two authors.
3. If the authors are four, five points shall be given to the major author and two and a half points to each of the other three authors.

4. If the authors are five or more, four points shall be given to the major author and two points for each of the other four authors.

5. In calculating the points for works published or accepted for publication, the weight specified for each type of journal shall be taken into account.

An applicant must obtain at least 65 points for the promotion application to proceed and the academic contribution of a faculty member applying for promotion to the rank of Full Professor must include at least one research paper published in a class “A” journal, and three research papers published in class “B” journals. Authored or edited books shall not count for this purpose.

C. Have had at least five articles actually published.

D. Have had his articles accepted for publication after obtaining the rank of Associate Professor, and these articles must not have been used earlier for earning an academic degree (master’s or Ph.D. degrees).

E. Have had at least four articles actually completed and published or accepted for publication while working at the University of Sharjah.

F. Have co-authored books treated as co-authored research papers in terms of points.

G. Have taught at the University level for the period stated in item (A) above, and his overall evaluation in teaching and academic advising shall not be less than 75% of the total points allotted for teaching and academic advising in accordance with the form designated for this purpose.

H. Have contributed to university and community services with an overall evaluation of at least 70% of the total points allotted for university and community services in accordance with the form designated for this purpose.

**Third: Criteria for Accrediting Periodicals and Journals for Promotion Purposes**

**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 this policy of refere-
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 be indexed and be included in abstracts services. Some journals issued in Arabic may be exempted by the University Promotion Committee.

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

10. Academic periodicals and journals should be issued in printed form in either Arabic or English, or in both. Periodicals and journals should have good production quality and outlay.

11. Academic periodicals and journals should publish research articles in one field of specialization (journals in a general field), or in a specific specialization (specialized journals), or interdisciplinary specializations (interdisciplinary journals) and general journals (non-specialized).

12. For the purpose of calculating the points for research published or accepted for publication, journals are classified into three levels in accordance with the criteria mentioned above, in addition to the impact factor, if applicable. Level one (A) journals shall be allotted a weight of one point, level two (B) journals shall be allotted a weight of (0.75) point, and level three (C) journals shall be allotted a weight of (0.5) point.

Fourth: Promotion Procedures at the Departmental Level

Applications for promotion shall be processed in the department of the applicant as follows:

A. Applications for promotion shall be submitted to the department chairman (using the university promotion form) during the first week of January, April, or October of each year. Applicants should attach with the application a dossier including their curriculum vitae (CV), academic research output submitted for promotion, evidence of the applicant’s contribution in teaching and academic advising, and university and community services. Names of five Full Professor
referees in the specialization of the applicant shall be attached to the application. The applicant shall certify that he/she does not have any personal relationship with any of these referees that might affect their decision. The chairman shall refer the application to the Department Promotions Committee for review.

B. The Department Promotion Committee includes all faculty members holding academic ranks equivalent to or higher than the academic rank for which the applicant is applying. It should be noted that the members of this committee should not be members in higher level committees for the same purpose. The committee shall be chaired by the department chairman if he is a Full Professor, or by any other Full Professor in the department. In case the department does not have Full Professors, the chairman may head the committee when reviewing a promotion application for a rank equivalent to the rank of the chairman.

C. The Department Promotion Committee shall review the promotion application to make sure that each application satisfies the promotion requirements. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The committee 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 Chairman of the department shall refer the report of the committee together with the application dossier to the Dean of the College in a maximum period of one month from the date of his receipt the application dossier.

D. If the number of faculty members in the department holding a rank equivalent to or higher than the one sought for promotion is less than three, the Dean, in consultation with the Chairman, shall select the needed external number of members from those in the field of the applicant’s specialization provided that they are of the same academic rank or higher than the rank for which is being applied.

Fifth: Promotion Procedures at the College Level

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

A. In September of each year, the College Council forms a committee for promotion called the College Academic Promotion Committee, chaired by the Dean of the College if he is a Full Professor (or any professor in the college). The committee shall include a Full Professor from each department in the College. In case a department does not have Full Professors, an Associate Professor may represent the department on this committee. However, Associate Professors shall not participate in reviewing promotion applications for the rank of Full Professor.

B. The College Academic Promotion Committee shall review each application to make sure that it satisfies the requirements of promotion. The College Academic Promotion Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The College Academic Promotion Committee shall prepare a detailed report containing the results of re-
viewing the application and a recommendation of whether or not to proceed with the promotion process. If the recommendation is to proceed with the promotion process, the Dean of the College shall submit the report of the committee and a list of potential referees (together with the promotion dossier and the report of the Department Promotion Committee) to the chairman of the University Central Committee for Academic Promotion in no more than a month from the date of receiving the report of the Department Promotion Committee.

C. The Dean of the College in consultation with the Chairman of the department and the Full Professor members of the College Academic Promotion Committee shall suggest a confidential list of five referees of the Full Professor rank from outside the UAE in the applicant’s field of specialization. This list shall be added to the list provided by the applicant. None of these referees should have supervised the applicant in the master’s and/or the Ph.D. stages, or co-authored any of his studies or research articles. The Dean shall attach with the list of referees a CV of each potential referee indicating his/her current job, specialization, and his/her recent publications.

D. In case the number of the College Academic Promotions Committee members who hold a rank equal to or higher than the one sought for promotion is less than three, the Dean shall follow the same procedure mentioned above at the level of the department.

**Sixth: Promotion Procedures at the University Level**

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

A. At the beginning of each academic year, a committee called the Central Promotions Committee for Faculty Members, headed by the Chancellor or whomever he delegates, is formed. It consists of at least six Full Professors from the various colleges in the University.

B. The University Central Committee for Academic Promotion shall review the promotion applications to make sure they satisfy the promotion requirements, taking into consideration the reports of the Promotions Committees of the departments and colleges. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier.

C. The University Chancellor or his deputy shall select four referees from the list nominated by the college for evaluating the applicant’s academic or creative work. The Chancellor or his deputy may add additional specialized referees after consulting with the members of the Central Committee. The Chancellor or his deputy shall undertake all correspondence with the referees.

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

E. The University Central Committee for Academic Promotion 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 60%. Otherwise, the review shall await the response of the fourth referee. The Committee shall make its recommendation in accordance with the following:

1. In case of promotion to the rank of Associate Professor, the overall average of the evaluations of the three referees of the applicant’s work should not be less than 75% and no referee’s evaluation should be less than 60%.

2. In case of promotion to the rank of Full Professor, the overall average of the evaluations of the three referees of the applicant’s work should not be less than 80% and no referee’s evaluation should be less than 70%.

F. The Chancellor shall refer the recommendations of the University Central Committee for Academic Promotion to the Deans’ Council for consideration. In case of promotion to the rank of Full Professor, the decision of the Deans’ Council whether or not to promote the applicant shall be made by a simple majority of the Full Professors attending the meeting and by a simple majority of the Full Professors and Associate Professors if the case concerns promotion to the rank of Associate Professor.

G. The Chancellor shall refer the decision of the Deans’ Council to promote an applicant to the Board of Trustees for approval. The Chancellor shall issue the decision of promotion approved by the Board of Trustees. A promotion shall be effective as of the date of the Chancellor’s decision.

I. In case the Central Committee reject an application for promotion, or the Council of Deans does not approve the promotion decision, or if the Board of Trustees does not approve the promotion, the Chancellor shall notify the applicant 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 new articles equal to ten points for promotion to the rank of Associate Professor and 20 points for promotion to the rank of Full Professor.

**Seventh: Preparing the Promotion Dossier**

A. 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 of obtaining them, academic ranks the applicant earned before and after joining the University of Sharjah, all the research work submitted for promotion, experience in teaching and academic advising, and university and community services.
3. Copies of the research work submitted for promotion.

4. Information about the journals and periodicals in which the research work was published (or accepted for publication) including the editorial board, process of refereeing, publishing rules, whether the journal or periodical is indexed or not, and the institution in charge of issuing the journal or periodical.

5. A list of the research output submitted for promotion and a list of the works which cite any of the applicant’s works.

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 university and community services.

B. The dossier should include an original copy of the applicant’s research work.

**Eighth: General Conditions**

Promotion granted to faculty members by other universities, while working at the University of Sharjah, are not accepted at the University of Sharjah except in the case of official secondment and provided that the number of published works satisfies the relevant regulations of the University of Sharjah.

A. An Assistant or Associate Professor may apply for promotion to a higher rank four months prior to the completion of the required period stipulated for applying to the higher rank if the other conditions required for this rank are applicable.

B. If the procedures of promotion are completed before the end of the required period, the date for promotion to the higher rank shall be the end of this period.

C. A faculty member who produces double the number of the required research output for promotion can apply for promotion after completing four years in the academic rank from which he wishes to be promoted.

D. All correspondences pertaining to the promotion process at the level of the department, college, and university shall be confidential.

E. As much as possible, no one may participate in evaluating the academic contribution of an applicant for promotion on more than one level. In exceptional cases, such a person may not have a vote on the higher level.

F. An applicant for promotion may request the Chancellor, in writing, to review the recommendations of the promotion committees at the level of the department, college, or university in case any of these committees refuses to process the application, provided that the applicant provides evidence of procedural irregularities.

G. New faculty members may not apply for promotion before the end of the probation period.
Ninth: Policy on Misconduct in Research

Professional integrity is at the heart of any scholarly and educational enterprise. The University has the responsibility of encouraging an environment that promotes intellectual integrity and honesty, and does not tolerate misconduct in any aspect of research or scholarly endeavor.

The University policy includes the following ethical standards for research and scholarship:

- Using scholarly and scientific rigor and integrity in obtaining, recording and analyzing data, and in reporting and publishing results (not fabricating or falsifying data or results).

- Recognizing the substantive contributions of all collaborators; using unpublished work of other researchers and scholars only with permission and due acknowledgment.

- Ensuring that authorship of published work includes all persons who have materially contributed to, and share responsibility for, the contents of the publication, and only those persons.

- Obtaining the written permission of the author before using new information, concepts or data originally obtained through access to confidential manuscripts or applications for funds for research or training that may have been seen as a result of processes such as peer review.

- Seeking or obtaining approval by the Institutional Review Board at the College of Health Sciences before engaging in any research involving human subjects, and then complying fully with the approved research protocols in the performance of the research.

- Revealing in writing to sponsors, this and other universities, journals or funding agencies, any material conflict of interest, financial or other, that might influence their decision on whether the individual should be asked to review manuscripts or application, test products or be permitted to undertake work sponsored from outside sources.

Misconduct in research includes, but is not limited to any deviation from these modes of behavior. The University is responsible for investigating allegations of misconduct in research involving its researchers. Where any misconduct in research is identified, the University shall take prompt and effective actions.

For more information on the research code of conduct, all faculty members are referred to the policy of the University pertaining to this issue.
Chapter V
Scientific Research Funding
**Introduction**

Scientific research is carried out through the Department of Research, under the University Research Board, which is aware of the vision of the University of Sharjah in promoting distinguished research. Support is provided for faculty and student research; research projects, groups, publications, and patents, and much more. In that research is viewed as a primary objective of the University, the University provides an atmosphere conducive to research development and its sustainability. It further encourages researchers by offering them with full support with the aim of increasing knowledge and developing scientific applications in order to contribute toward social and economic growth.

The University of Sharjah has made significant progress forward in scientific research over the last few years. A large number of cutting edge research projects have been funded and state-of-the-art research equipment has been made available to researchers in University laboratories. The University strives and is indeed qualified to become a leader in scientific research at the national and regional levels. It has as its goals the following:

- Contributing distinctive research
- Emphasis on multi-disciplinary research
- Involvement of undergraduate and graduate students in scientific research and the development of their research capabilities
- Support of solid and purposeful scientific research

**The University Research Board**

The University Research Board is comprised of the following members:

1. Dean of the College of Graduate Studies and Research (Chair)
2. Vice Dean (if present- member)
3. Secretaries or Representatives of the Scientific Research
4. Committees in the Colleges (members)
5. Director of the Central Laboratories (member)
6. Head of Research Department (member)
7. Any new member the Chairman chooses to add to the Board
8. Anyone involved with academic research that the Chairman chooses to invite to attend its meetings with observer status and without the right to vote.

**The University Research Board is charged with the following duties and authorities:**

A. Developing scientific research policies and proposals at the University.
B. Approving periodic reports on scientific research at the University.

C. Approving decisions on funding research projects for faculty members and graduate students based upon recommendation from the College of Graduate Studies and Research.

D. Following up scientific research projects in collaboration with the College.

E. Approving funding decisions for major research equipment upon recommendation by the College.

F. Approving decisions related to registering and re-registering research groups at the University.

G. Approving the annual research budget for research grants, research groups and major research bodies at the University upon recommendation of the College.

H. Identifying the foundations of cooperation in the field of scientific research and agreements with scientific institutions inside and outside the UAE.

I. Handling issues pertaining to the ethics of scientific research.

J. Dealing with issues related to intellectual property.

K. Considering any other matters related to scientific research.

**The College of Graduate Studies and Research**

**Organization**

The College of Graduate Studies and Research includes the following departments:

1. Scientific Funding Department
2. Research Groups Department
3. Scientific Publishing Department
4. Graduate Studies Department

The Deanship is headed by a Dean appointed or assigned part or full-time. Research departments at the College shall be headed by academic faculty members who are assigned part or full-time upon recommendation of the Dean and in coordination with the Dean of the concerned college.

The Dean is granted powers equivalent to those granted to Deans of colleges. Departmental heads under the Deanship shall also be given powers equivalent to those granted to academic departmental chairmen in terms of reduction in teaching load, financial awards, and a reduction in non-teaching loads to a minimum in their respective colleges.

**College Research Committees**

The colleges and the Deanship coordinate scientific research affairs in colleges.
Research committees shall be responsible for the following:

1. Reviewing the various research grant applications submitted by faculty members, ensuring their eligibility, and forwarding appropriate recommendations to the Deanship through the deans of colleges.

2. Submitting appropriate recommendations to the College on funding the publication of authored books.

3. Submitting reports to the College about scientific research in colleges including scientific production for the purpose of scientific documentation.

4. Considering the colleges’ needs for major research equipment and forwarding complete applications to the Deanship through the deans of colleges.

5. Monitoring and following up any other matters (pertaining to academic research) as requested by the College in order to facilitate research affairs at the University.

Research Grants

The University of Sharjah provides appropriate support for research projects conducted by faculty members working at the University. The funded projects include seed projects, competitive projects, collaborative research and targeted research in accordance with the detailed guidelines of the Scientific Research Regulations at the University.

Research Regulations

1. The University provides faculty members with opportunities for participation and cooperation with researchers at other local and international scientific institutions through research grants visits.

2. The University provides opportunities for hosting visiting researchers and lecturers in order to promote scientific research and consolidate cooperation with the international scientific institutions in accordance with the Scientific Research Regulations at the University.

Research Groups

The University of Sharjah encourages the formation of research groups within and among disciplines that aim to activate scientific research in various fields of research, and which contribute to social, economic and scientific development and sustainability.

Research groups serve as a nucleus for future research centers and units that shall receive recommendations in accordance with regulations and rules approved by the Board upon recommendation of the Dean. They function under the responsibility of the Deanship. They can be hosted by the academic colleges which shall provide them with required support and facilities so that they may carry out their duties.
Article (16) states that the University provides the Central Research Laboratories may serve research groups at the University. These laboratories are subordinate to the Deanship and their administrative affairs are coordinated between the Deanship and the Central Laboratories Department at the University.

**Scientific Publishing and the UOS Journal**

1. The University supports scientific publishing in all its forms, including authored books, specialized scientific journals, scientific conference proceedings, and technical reports through the Deanship in accordance with the Scientific Research regulations at the University.

2. The University publishes through the Deanship a scientific refereed journal entitled “The University of Sharjah Journal.” The Board can issue the Journal in many series or as a specialized journal.

3. The Chancellor shall be the general supervisor of the journal, and an Editor-In-Chief shall be appointed for each series. The Editorial Board shall be comprised of distinguished faculty members who represent the concerned specializations in each series, in addition to an advisory body consisting of world-class distinguished researchers. The Journal shall also have an Editorial Secretary from among the faculty members who will be nominated by the Editor-In-Chief and appointed upon approval of the Chancellor.

4. The terms of office for the Chief Editor, Editorial Board and Editorial Secretary shall be two renewable years.

5. The Editorial Secretary shall either be granted an appropriate financial award or have their teaching loads reduced to a percentage determined by the Chancellor.

**Collaborative Research Agreements**

The University attaches great importance to strengthening cooperation in the field of scientific research with local, regional and international organizations. Agreements with external institutions shall be conducted according to the following principles:

1. The agreement should enhance the University’s reputation in the field of research and increase mutual research activities between the cooperating parties.

2. The agreement should be consistent with the objectives of the University and its research guidelines.

3. The financial obligations and other requirements needed to implement the agreement should be clear and appropriate.

4. The agreement should specify the general and specific objectives of cooperation, participants, funding and other resources, the duration of the cooperation and methods of renewing it, the responsibilities of each party, and a basis for dealing with the outcomes of the cooperation.
Scientific Research Procedures and Regulations

1. The University supports specialized, competitive, collaborative and targeted research projects of high quality which aim at enhancing cooperation between the University and public and private institutions with the objective of enriching the University’s capability in strategic domains so as to best serve the interests of the Emirate of Sharjah and the country as a whole in supporting development and awareness in certain fields approved by the Board upon recommendation of the Deanship and the approval of the Chancellor.

2. The University of Sharjah holds those who take part in the process of research responsible at the highest of ethical levels in dealing with persons, materials, and information, and subject to working within the framework of the Islamic Shari’a teachings, the By-Laws and regulations of the University, and according to the law.

3. For research involving humans, animals, genetic materials, personal information, health and safety, researchers should be committed to research ethics and should obtain appropriate approval as per the preliminary regulations as approved by the Deanship.

4. Issues related to intellectual property shall be dealt with through the University Research Board pending the formation of an integrated policy to deal with this issue. The Deanship shall be responsible for preparing procedures also related to this matter. As an introductory stage, a committee shall be formed by the Board to consider the issues of intellectual property and develop appropriate policies in this respect, which must be approved by the Board.

5. Data resulting from any research, as well as the means by which these data were collected, should be kept in the academic department or the Deanship for at least five years for reference purposes.

6. In case there is an impediment to publishing information about externally funded research, a clear and accurate agreement should be reached in this regard and approved by the Chancellor upon recommendation of the Dean and recommendation of the Board.

7. Authors should acknowledge the efforts of all those who have contributed to their work as well as the funding agencies behind a project. They should also acknowledge the sources of funding for their research in their publications (research, books, reports, patents and others).

8. Researchers should point out any conflict of interest which may be seen as affecting the research results.

9. Violations and disagreements shall be dealt with through the Board upon the recommendation of the Dean after preparing the relevant and proper information. The University Research Board and the Journal Editorial Boards may cancel any project or research in which any violation or conflict of interest to the Univer-
sity’s By-Laws and regulations is established.

10. The University provides funding for the following types of research:

   A. Seed projects.

   B. Specialized and competitive research related to the interests of faculty members and their research needs conducted through their colleges and through research groups in coordination with the Deanship.

   C. Collaborative research with public and private institutions conducted through the colleges and the Deanship.

   D. Targeted research conducted through the Deanship and University research groups.

11. These seed projects shall be announced once a year within the period specified by the Deanship. Researchers may apply for this type of funding only once and during the first year of their installment at the University.

12. The following steps should be taken when applying for research grants:

   A. Forms for research grants should be completed and reviewed by the research committees at the colleges with the aim of improving their quality and then forwarded to the Deanship to take the necessary action for obtaining approval from the University Research Board and the Chancellor.

   B. The period of the project shall not exceed two years. This period may, however, be renewed in special and justified cases.

   C. A ceiling for funding such research grants shall be specified by the Deanship and upon the recommendation of the University Research Board and the Chancellor’s approval.

   D. Colleges should supply the Deanship with names and addresses of potential referees related to the research proposal.

13. All types of research may be applied for from the beginning of the first semester until the end of April of every academic year. Seed projects are announced at the beginning of every academic year.

14. Faculty members may not act as the principal investigator for two projects at the same time except in the case of seed projects. Members of research groups may apply for synchronous funding for two research projects in the capacity of principal investigator provided that one research project is conducted as an independent one and the other through the research group.

15. The principal investigator of the project should be a holder of a Ph.D. degree (or an equivalent degree recognized by the University in his/her specialty). He/she must also be a full-time employee at the University (but not a visitor).
16. Competitive, collaborative and targeted research projects shall be refereed according to an approved form specifically prepared for this purpose and according to the following principles:

A. The researchers’ competence based on their scientific production and CVs.
B. Quality of research in terms of its importance, originality, appropriateness of research methods, and feasibility of achieving research objectives.
C. Research impact on the scientific, economic, social and cultural development.

17. A ceiling for funding such research shall be determined based on the annual research budget prepared by the Deanship and upon recommendation of the Board and the Chancellor’s approval.

18. The research grant for a project shall cover all of the following:

A. The costs of seeking assistance from a research assistant (by a maximum of 30% of the budget needed for the project, which may be raised by the Board to 50% in special and justified cases.)
B. Purchasing books, reference materials and sources.
C. Publishing research and related activities.
D. Purchasing software relevant to the subject of research.
E. Purchasing equipment and materials required for research.
F. Insurance on research equipment and fees for the periodic maintenance of equipment.
G. Costs of research tests (inside or outside the country).
H. Costs of field trips and other travel requirements (inside the country only).
I. Costs of conducting field surveys and questionnaires.
J. Any other costs included in the project budget and approved by the Board.

19. The amount of the research grant for a project does not normally cover expenses of participation in conferences, gatherings, seminars or any similar activities except in limited and exceptional cases (i.e. when the research is at the main subject matter of the event) and upon justifiable recommendation by the Dean and approval from the Chancellor.

20. The principal investigator is entitled to a petty cash advance replenished in the amount of AED 5000 as a maximum upon the approval of the Dean. The advance shall be closed at the end of the academic year or carried forward to the beginning of the next academic year. However, the Principal Investigator may extend the advance to another period in line with the project budget and its approved completion period. The petty cash amount may be substituted by
original invoices submitted to the Deanship and approved by the Dean until the advance term is closed at the end of the project.

21. The principal investigator is entitled, through application, to a research advance up to a maximum of 10% of the amount of his/her basic research project grant subject to consideration by and recommendation of the Research Purchasing Committee under the Deanship and approval of the Dean.

22. The advance may be raised to a maximum of 30% of the basic research project grant. This shall be made in special cases justified by the principal investigator and approved by the Dean upon recommendation of the Research Purchasing Committee.

23. If a reference book required for completion of a research project is not available at the University Library, the following steps must be taken:

   A. The principal investigator should submit an application for book acquisitions to the Deanship.

   B. The Deanship shall, in coordination with the Library, ensure that the required book is not already in the Library’s catalogue and shall indicate the price of the book/s being requested.

   C. The Deanship shall then authorize the principal investigator to purchase the book directly using his/her research budget.

24. The principal investigator shall immediately deliver the book he/she has purchased to the Deanship so that it may be catalogued following the standard procedures under the University Library Cataloguing System for Scientific Research. The principal investigator may then borrow the book from the library as per the regulations of the circulation system, specifying that the loan period of this book should be handled through a special procedure in line with the research project completion period.

25. Computers, laptops and PCs, fall under the responsibility of the University Purchasing Department, which shall provide them for all currently employed faculty members. It is therefore not permitted to purchase computers or their accessories for research projects as long as they are already available.

26. With the exception to the previous article, the principal investigator may submit to the Deanship a purchase order for consideration, only in the following cases:

   A. The University does not have a computer that meets the specifications required by the approved research project.

   B. The nature of the research requires re-assembling or adjusting computer components to obtain a certain result.

   C. The nature of the project requires conducting field measurements for ex-
tended periods by means of monitoring and storage in a special computer system, or if the nature of the project requires that particular measurements should be saved and documented and kept confidential.

D. The research assistant does not have a computer and the nature of his/her work shall extend over a long period of time.

27. If the computer software required by the researcher is not available at the Computer Center, the following steps must be taken:

A. The principal investigator should submit an application for purchasing computer software to the Deanship.

B. The Deanship shall, in coordination with the Computer Center, ensure that the software is not available within the Electronic Library, and check to ensure that the required software is compatible with the systems and operating systems available at the University, in addition to performing a price check.

C. If the software is not available in the country, as specified above, the principal investigator shall be authorized to purchase it directly from his/her research budget or through the University Purchasing Department in collaboration with the Deanship.

28. The Deanship shall, on a yearly basis, allocate an amount of money to fund the distinguished research projects of students, whether undergraduate or graduate, as well as theses and dissertations with the purpose of encouraging research among the students under the following rules:

A. A student shall submit the research plan, the thesis or the dissertation through his/her academic department then through his/her college. This plan, thesis or dissertation shall include a budget for the project and written approval from the supervisor to conduct the research.

B. The plan shall be presented to the research committee at the said college in order to ensure its integrity, originality and worthiness for being funded.

C. The plan shall be presented to the Dean for evaluation and necessary action.

D. The ceiling of funding for each project shall be AED 5000.

29. The Investigator shall provide the Deanship with an annual report on the progress of the project to be approved by the Dean. At the end of the period of the project, the investigator shall submit a final report on the status of the project and fill in a special form available with the Deanship, designed for the purpose of finalizing the project. The Dean may approve the closure of a project provided that it has realized its objectives. The Board may approve a request to extend the period of a project for no more than one year for justifiable reasons. However, if the period of the project ends and the investigator has not submitted the final report, completed the project or provided justification of the inability to com-
plete the project, the Dean shall refer the issue to the Board which is entitled to close the project and claim any amounts of money spent on the project from the investigator.

30. All procedures of payment for the competitive, collaborative, targeted, seed and student research projects shall be approved by the Dean in accordance with original invoices or purchase orders presented by the investigator. Such amounts shall be deducted from the project budget as per the above mentioned rules of funding.

31. The University covers the costs of publishing academic research submitted by faculty members for international, refereed and scientific journals, whether or not this research falls within the framework of funded research projects.

32. An application for covering the amount of publishing academic research shall be submitted to the Dean for research which falls within the approved research plan. As for research that falls outside the framework of funded projects, an application shall be made through the Dean of the concerned college or the college to which the faculty member is affiliated as follows:

A. A copy of the published research or research accepted for publishing.
B. Proof of publication or acceptance for publication.
C. Proof that the journal is a scientific, refereed and published regularly.
D. The original invoice.

33. The place of work of the researcher as displayed on the published research must be the University of Sharjah and the researcher must be still employed on a fulltime basis. If the research falls within the framework of funded projects, the project number is required, as well as an express indication that its implementation has been funded by the Board.

34. The Dean may approve coverage of publishing academic research in international scientific conferences and gatherings when there is an approved financing of research for the faculty member concerned with publishing. This can be achieved if he/she implements a research project in his capacity as principal investigator, associate investigator, coordinator, or member of a research group. The publishing amount shall be deducted from the research general budget for the research or the research group. As for the research projects that fall outside the framework of funded projects or research groups, these are covered by the budget of the scientific research. The Dean may approve the price cost immediately provided the amount does not exceed AED 2000. Should the application exceed the approved amount, the Chancellor’s approval must be obtained upon recommendation of the Dean.

35. The University encourages joint-scientific research between researchers inside and outside the research institution within specialized or interdisciplinary re-
search groups. The University seeks to develop and promote research groups, so they can act as a nucleolus for future research centers and units in order to make the most of research capabilities and encourage researchers from among the faculty members to conduct research jointly and in collaboration with private and public community institutions. Research groups are viewed as shaping the identity of scientific research at the University of Sharjah in targeted areas that serve the society as a whole and the local community in particular.

36. In forming research groups, the following should be observed:

A. A group of researchers (at least three) may apply to register a research group under an appropriate name under the Deanship. One of the researchers – preferably having the rank of Professor or Associate Professor – shall coordinate its functions. Researchers can be from the same college or from various colleges. Furthermore, researchers from outside the University may join as associate members without having the privileges given to University members.

B. Researchers wishing to form research groups must assess the expertise, competencies and capabilities available in their colleges and other colleges, with the aim of cooperating in order to prevent interference and duplication. Therefore, groups that are obviously duplicating efforts in areas of scientific research may be asked to combine as a single group before having their applications considered.

C. Research groups are registered for three renewable years. Renewing a group is dependant on the group’s performance, University policy, approval of the Board and approval of the Chancellor.

D. Research groups may receive an annual grant commensurate to the group’s performance as per the regulations adopted for that purpose.

E. Research groups shall be given additional benefits in the areas of funding for scientific research at the University. For example, members of research groups may obtain synchronous funding, in addition to what the university provides for groups allowances, research projects, attending scientific conferences or participating in research visits.

F. An annual report on a group’s activities shall be submitted to the Deanship as well as a final report for the purpose of evaluation, dissemination of information and obtaining approval for continuing support and registration.

G. The scientific outcome of research groups shall bear the name of the colleges or centers to which the researchers belong, provided that the scientific outcome is connected to the name of research group.

H. Any researcher at the University may participate in more than one research group, subject to his/her ability to make an active contribution and provided
that he/she is not a coordinator of more than one group at a time.

I. The University Research Board may, upon the approval from the Chancellor, approve a partial or full sabbatical or financial award for coordinators in research groups.

J. Members of research groups shall agree on the basis upon which appropriate decisions should be made related to their performance inside the group.

37. Research groups report to the Deanship. However, they may be hosted by colleges, which should give due publicity to them in printed, electronic and other media. Hosting such research groups has the following benefits:

A. Presence of a registered group actively involved in research at the hosting college.

B. Availability of additional research funding for faculty members participating in research groups.

C. Further publicity for the college actively involved in research for the group.

D. Availability of additional opportunities for training in the field of research for researchers and students.

38. Research groups are expected to submit annual progress reports on their performance. These reports shall be used to assess the performance of a group and to allocate appropriate funds, report regularly to the Board, and disseminate information of the research groups. The Dean, if necessary, may request that research groups submit semi-annual summary reports.

39. The University of Sharjah provides funding for publishing authored books, whether these books are textbooks, scientific reference books, or general knowledge books. The University also gives certain financial awards for authors. Such awards have a maximum and a minimum as determined upon recommendation by the Deanship and approval of the Chancellor.

40. In special cases and upon recommendation of the Dean and approval of the Chancellor, the University may fund publishing distinguished authored books by authors from outside the University, who apply for the funding. Such authors shall be subject to the same procedures applied by the Deanship in funding the publishing of books authored by faculty members.

41. The Deanship shall implement these guidelines in its capacity as the responsible authority for receiving applications and processing and dealing with publishing requirements.

42. The maximum limit approved for the award is AED 32,000 and the minimum limit is AED 16,000. The value of the award is calculated on the basis of the total points accumulated as a result of the book evaluation.

43. The prices of the books published by the Deanship shall be determined by the
Dean and upon a recommendation by the head of Scientific Research Department. The price in this respect shall be the outcome of multiplying the cost of the book, including refereeing, mailing, the value of the author’s copies and any awards, wages or deductions incurred by the University times (2) two and divided by the number of the copies.

44. The right of dedicating a book or journal published by the University on campus or outside shall be restricted to the Chancellor or the Dean.

45. The University issues a refereed periodical in the name of the University containing specialized volumes covering various fields of knowledge so as to give faculty members, as well as researchers from inside and outside the University, the opportunity to publish and popularize their research for the benefit of all. The periodical is also intended to give faculty members an opportunity to contribute to scientific and cultural development, disseminate scientific viewpoints on new research, and consolidate communication with various community institutions, especially institutions that are concerned with scientific research inside or outside the Arab World.

46. The University publishes through the Deanship, a refereed scientific journal to be issued in three series:

A. University of Sharjah Journal for Humanities & Social Sciences.
B. University of Sharjah Journal for Shari’a and Law Sciences.

47. The University of Sharjah Journal aims at contributing to the development, enrichment and dissemination of knowledge through publishing original scientific research and scientific reviews in the fields of journal related topics.

48. The UOS Journal shall abide by the publication rules and conditions outlined in its latest issue. The Editorial Boards may forward a recommendation to the Deanship to amend such rules and conditions provided that such is in line with other journals.

49. The Editorial Board is charged with the following tasks and powers:

A. Developing policies and rules for publication of the journal.
B. Making decisions for acceptance or rejection of publishing research in the Journal based upon referees’ recommendations.
C. Ensuring that research published in the Journal is of the highest scientific quality.
D. Following-up the refereeing of incoming research for publishing and objectivity of refereeing.

50. Publication of conferences and symposia proceedings held at the University
shall be published through the Deanship. Preparation of documentation of proceedings shall be the responsibility of the organizers who should collect, edit, format, review and send a final document to the Deanship to finalize the publication process.

51. The Organizing Committee shall send through the college or the research group who organized the scientific event a request for publication of the proceedings. The department concerned with the event shall provide documentation of the proceedings in an electronic or print format. The Deanship shall follow-up the procedures related to the production and publication of the proceedings in coordination with the organizing body.

52. The Organizers shall bear all external expense pertaining to the publication of the proceedings. Such expense shall be paid from the Activities Budget. In case there are no provisions made for printing the proceedings in the Activities Budget, the Deanship may provide required funding subject to approval of the Chancellor.

53. The approval to purchase this equipment shall be achieved through the following procedures:

A. Equipment valued at less than AED 5000: The researcher may purchase this directly through a research advance or upon presenting an original official receipt of purchase. After approval from the Dean of Graduate Studies and Research the receipt will then be forwarded to the Financial Department for reimbursement.

B. Equipment valued between AED 5000 and less than AED 40,000: When it is established that such equipment is unavailable through the Central Laboratories, prior approval must be sought from the Dean, who may then forward the request to the Services and Purchasing Department for follow-up of the purchasing process as per University regulations.

C. Equipment valued more than AED 40,000: An application is submitted to the Research Committee under the Deanship of Graduate Studies and Research to attain approval of such a purchase. The application is then forwarded to the Services and Purchasing Department for follow-up of the purchasing process as per the University regulations.

54. A special committee shall be formed under the Deanship to be concerned with purchasing research equipment valued more than AED 40,000, and with setting priorities according to the required budget. The committee shall be chaired by the Dean and include as members the following:

A. Scientific Research Department Head (Chair).

B. Director of Purchasing and Services Department.

C. Director of the Finance Department.
D. Director of the Central Laboratories.

The Committee may invite the representative of the party requesting the purchasing of equipment (researcher or research group coordinator) if needed. The Committee shall submit appropriate recommendations to the Dean to be forwarded to the Purchasing and Services Department.

55. The University provides an additional annual budget for the colleges and research groups from the research budget for purchasing costly research equipment that develops the University’s research abilities. Such equipment is to be used in various research fields and specialties in order to cover the needs of the departments and colleges as much as possible. The equipment should be of high quality and precision as per the international state-of-the-art research equipment specifications. Since such equipment is costly, all applications for such are referred to the Scientific Research Purchasing Committee for consideration and to make recommendations for their inclusion into the following year’s budget.

56. Colleges and research groups shall submit purchasing applications for such equipment prior to the end of the first semester of each academic year. The equipment application form shall include questions regarding the research fields for which such equipment may be used, the specializations in the colleges departments which might benefit from the equipment and a detailed statement of the need for such equipment. The form shall also investigate the availability of material and human resources needed to install, operate, and maintain such equipment.

57. Research equipment shall be registered in the Central Laboratories, according to the type and nature of research, through providing and inventory list of existing equipment in the labs the whereabouts of all equipment. All equipment shall be governed by the operating regulations of the Central Laboratories, provided that they are not in conflict to scientific research requirements.

58. Should any member of the faculty at the University (who has not obtained project funding) be in need of using research equipment, coordination between the researcher and the equipment supervisor shall be required and the Deanship and Central Laboratories must be informed.

59. This clause has been included upon the request of faculty members who have obtained research projects grants, as well as the research groups who have requested that research assistants from inside or outside the University conduct their research projects in accordance with specific payment instructions.

60. The monthly working hours should not exceed 100. However, in special cases, the Dean may raise this number following a written request.

61. The Deanship shall facilitate and provide all types of support for faculty mem-
bers at the University to receive funding from outside national or international institutions for the research projects. Funding from outside institutions shall be subject to the following rules:

A. In the event that one or more of the faculty members or research groups at the University receive external funding to carry out a research project at the University, the Deanship shall be responsible for regulating such funding in accordance with Board of Trustees the University’s applicable rules for funding of research projects and any conditions required by the donor after depositing the grant in a special account in the Financial Department at the University.

B. 30% of research grants shall be deducted for the University’s account.

C. Upon the approval of the donor, the researcher(s) who have received an external research grant may allocate up to 20% of the grant amount as remuneration for themselves. Half of this remuneration may be obtained upon the completion of 50% of the project. The other half may be obtained upon submission of a final report on the project. Dividends shall be divided among the researchers as per a special agreement made by them and attested by the Deanship.

62. The University encourages faculty members to participate in activities related to their fields of specialty at the local and international levels. The University provides a number of grants in this area, which include research visits and training sessions.

63. The appropriate forms should be filled out by faculty members and reviewed by the Deanship before the end of February, and then submitted to the Board. When the applicants are part of a research group, applications shall be examined and approved by the Deanship in accordance with the guidelines related to research groups. They may apply for such visits at any time.

64. The request shall be considered by the Board (or the Deanship, in the case of research groups) if the following conditions are met:

A. The request meets the general requirements which include:

1. An invitation from the host institution.

2. Submission of a visiting schedule.

3. Details of the research project from the host institution.

4. Submission of the applicant’s CV.

5. The candidate’s holding a Ph.D. (or an equivalent degree recognized by the University in his/her specialty). He/she must also be a full-time employee at the University of Sharjah.
B. Research visits shall be made during the summer vacation period. However, members of research groups may request visits at other times after obtaining the necessary approval from their departments and colleges.

C. An applicant shall carry out a research project at the time of application, which is related to the proposed project of the research visit, or should have finished a project, related to the research visit, funded by the Board. The Deanship may be consulted for clarification regarding performance in implementing the project and results achieved upon project completion.

D. Applications shall be assessed according to the nature and significance of the research, and the competence of the researcher.

65. The sabbatical period shall not exceed two months and should not conflict with the researcher’s academic commitments at the University.

66. A faculty member is not entitled to combine teaching in the summer semester with applying for a research grant as he/she will require enough time to develop the grant proposal.

67. Grants provided by the University shall cover the costs of a faculty member according to an equation specified by the Board and upon a recommendation by the Deanship, taking into consideration whether or not the applicant has received a grant from the host institution. As for members of research groups, they shall be paid from their group allocations, provided that this is in compliance with what the University provides for support of research visits.

68. In case the grant request is approved, the faculty member will be asked to submit a comprehensive report on the project he/she has conducted and results reached, demonstrating the importance of what he/she has achieved in opening channels of research cooperation with the host institution. This report is to be submitted to the Deanship within one month of reporting to the University of Sharjah upon return from the research visit.

69. The maximum limit for a visiting researcher’s grant is AED 11,000 in addition to an economy class air ticket.

70. Faculty members conducting research projects may request hosting visiting researchers through filling out the relevant application forms and submitting them to the Deanship for processing. Accordingly, the Board shall recommend the ap-
proval or not of the requests to the Chancellor. Application forms submitted by research groups are subject to approval as per the Research Group Guidelines specified in these By-Laws.

71. Requests for hosting researchers from outside the University for sabbatical leave shall be submitted to the Deanship for review and submission of recommendations to the Board, which shall take a decision concerning the acceptance of such requests and other relevant issues regarding the following:

A. Providing the necessary research facilities for the success of the visit.

B. Providing financial support for visiting researchers including the cost of accommodations and specifying a monthly stipend.

C. Determining the basis for assessing the research outcomes resulting from the visit and protecting the rights of the University of Sharjah in this regard.
Chapter VI
Facilities and Services
The Department of Human Resources (HR)

The Department of Human Resources (HR) at the University of Sharjah deals with faculty and administrative staff affairs. This is achieved through the application of procedures which contribute to the attainment of the University’s objectives and the implementation of University policies.

HR provides the University’s various units and departments with qualified faculty and staff and works to create a positive work environment through facilitating all procedures associated with services provided by the University to its employees.

Mission

To study human resource needs at the University of Sharjah, both academic and administrative, and to develop plans and programs to ensure that recruitment needs and requirement are met in a timely fashion.

Vision

HR strives to be a center for delivering excellence in service, management and the development of human resources based upon well-established principles. It aims to provide high-performing personnel, to develop personnel performance with regard to specific tasks and responsibilities, and to attain a high-level of job satisfaction for University employees.

Goals

To provide and attract both national and expatriate personnel, who are qualified and experienced to contribute to the achievement of the University’s objectives.

Tasks and Responsibilities

To implement, develop and propose policies, regulations and plans for the University of Sharjah Administration, regarding faculty and staff employed by the various University units.

To propose, implement and develop policies related to human resources planning (including strategic and short-term plans) which aim at:

- Meeting the University’s needs for qualified and experienced personnel in various employment areas and specialties.
- Developing the expertise, capabilities and skills of faculty and administrative staff through providing training and qualifying programs.
- Preparing and developing plans and programs for job advancement and mobility with the aim of lowering staff turnover and attracting qualified personnel.
- Preparing and upgrading job descriptions for various units in the university (in coordination with those concerned).
- Proposing and implementing the plans for the Emiratization of jobs in various
departments and units of the University.

• Implementing and activating periodic performance evaluation of University staff.

The Physical Plant Department

The University of Sharjah Physical Plant Department is a service provider. Its purpose is to provide UOS with the best quality physical environment and services for teaching, learning, research and the community. The Physical Plant Department operates and maintains the University campus to help the University fulfill its teaching, research and community service responsibilities.

Mission

The mission of the UOS Physical Plant is to operate and maintain a high-quality physical environment to enhance student learning, faculty teaching, and research. It serves other non-academic departments, and supports the University’s service to the community and citizens of Sharjah. The Physical Plant Department is a service organization dedicated to the success and satisfaction of UOS faculty, staff, students and campus visitors. Its responsibilities include: maintenance, operation and improvement of buildings, grounds and utility systems; custodial care; and engineering support. Staff members are the Physical Plants most valuable asset. Each individual is a team member who contributes to the decision-making process. The Physical Plant seeks creative and innovative solutions to meet the needs of the University. It sets high service standards, and rewards superior effort and results. It promotes the personal growth of staff members through education and training.

Vision

The Physical Plant Department aims at setting benchmark standards as a service provider of higher education through practicing efficiency, effectiveness, and excellence.

Goals

The Physical Plant Department’s goal is to provide reliable and timely service at a competitive cost. It uses proven technology to increase its capabilities and solicits feedback to help determine the quality of its services. It maintains a safe campus environment and conducts planning activities to achieve the most desirable future for the University and all affiliated with it.

The Physical Plant Department views all UOS faculty, staff and students as its clientele. Its goal is treat all University members and affiliates with courtesy, professionalism and quality service.

The Service and Purchasing Department

The Business Services Department aims to work as one team to provide the University with first-rate and up-to-date services that enhance integration. The Department also strives to secure these services, needs and purchases in a professional and ethi-
cal manner that is beneficial to the University, focusing always on quality to support the University’s academic and scientific work to ensure excellence. The Department seeks to protect University funds and rationalize expenditure, while developing its all-round performance to keep up with the accelerated rate of progress at the University.

**Mission**

The Services and Purchasing Department seeks to provide excellent services, preserve University funds, continually upgrade its performance and diversify its range of services within the shortest time possible and at the lowest cost.

**Vision**

The Services and Purchasing Department strives to work as a team player to provide the University with up-to-date quality services and integrity in work and transactions, with the aim of continually improving its performance.

**Goals**

The Services and Purchasing Department’s goals are to improve quality and raise standards of services, to develop the Department so that it can cope with all needed services, to protect the funds of the University and to create an environment characterized by hard and rewarding work.

**Medical Services Administration**

After the official start up of the University in 1997, the University quickly realized the urgent need for clinics at the University for testing, diagnosing, and treating students, whether in the case of emergencies or minor ailments. Two clinics were established early on, one on the male campus in M3 and another on the female campus in W3. With the increase in student numbers and the fact that the clinics were also receiving University faculty members, staff and family members of faculty and staff, it was soon realized that the medical staff would also have to increase. The clinics were then provided more suitable areas mid-year 1999/2000 in M2-038 and W2-037 so that more advanced services could be rendered in promoting the University’s standing and reputation.

**Mission**

The Medical Services Administration views a healthy individual with a healthy mind and body as the basis for building a strong University community. It therefore aims to serve all members of the University community with the utmost quality of services and care.

**Vision**

To provide integrated health services of a high quality which meet the satisfaction of the University Community with the aim of strengthening the University as a whole.
Goals
To cover all primary health care services in an integrated manner and maximize the continuing material and moral support provided by His Highness Dr. Sultan Bin Mohammed Al Qassimi, Member of the Supreme Council, Ruler of Sharjah, Founder and Supreme President of the University of Sharjah. To this end, the Medical Services Administration is currently seeking to upgrade, modernize and expand its current services, while keeping abreast of the latest developments in diagnostic medicine, treatment and administration.

Location of Clinics
Medical clinics on Campus are located at the following sites:
Men’s Clinic: Men’s Campus, M3-038
Women’s Clinic: Women’s Campus, W3-037
Emergency Clinic (for male students): Male dorms, M13
Emergency Clinic (for female students): Female dorms, W13C46B

Working Hours:
General clinics: Sunday-Thursday: 8:00 a.m.– 4:30 p.m. (closed on Friday and Saturday and on official holidays).
Emergency clinic: 4:30 p.m. – 8:00 a.m. (all weekdays including official holidays).

The University Libraries
The University of Sharjah has four libraries on its campuses. The first Library was established in October 1997 to support the academic programs of the university through a collection of books, journals, and multimedia resources. Currently, two of the UOS four libraries are located on the men’s and women’s campuses, a third at the College of Fine Arts and Design, and the fourth at the Medical Colleges and College of Health Sciences, which was opened in 2005.

The UOS libraries are dedicated to supporting the University’s diverse programs through:
1. Providing an outstanding collection of information resources to meet the needs of UOS teaching and research programs, and the community-at-large.
2. Conducting information skills programs in individual and group settings to enable users to identify, find, retrieve, evaluate, and use information resources.
3. Promoting the use of information and communication technology to be in full harmony with the University’s electronic environment.

Working Hours
The Libraries are open Saturday through Thursday from 8:00 am. – 8:00 pm. Other
specific timings are posted as appropriate.

Libraries Resources

Collections available at the UOS Libraries include a wide range of information resources in both printed and electronic formats covering all disciplines and extra curricula activities in the University. The libraries maintain traditional printed resources consisting of books, periodicals, audio-visual materials, and electronic resources. Electronic resources are accessible through the library home page, which includes, a link entitled, Academic Support Services ICES links to full-text online databases, E-Journals, E-Library resources, the Library’s online catalog, in addition to detailed information about library policies, timings, staff and services.

Organization of Materials

All library materials are arranged on shelves according to the Library of Congress Classification System, using a combination of letters and numbers to refer to the source’s subject.

Finding Information Resources

The Library’s online catalog is the primary research tool to use when searching for both Arabic and English informational materials owned by the library. The online catalog is accessible on and off campus and via the Internet.

Library Services

User assistance and a professional staff are available to assist users with their research, provide general and specialized reference services, help users find materials, and answer more detailed and specialized inquiries. Reference questions can be submitted either in person, by phone, or are virtually accessible by using e-mail and the Library’s home page electronic forms.

Circulation Services

Faculty, students and staff holding valid ID cards may check out library materials according to the circulation policy. Circulation staff personnel are also available to assist with textbooks, reserved books, and blackboard facilities.

The Information Technology Center

The mission of the Information Technology Center is to provide the latest technological infrastructure for University administration and academic activities. This includes the provision of networks, inter-university links, and appropriate hardware and software for both administrative and academic needs. The Information Technology Center also insures that the technological infrastructure is used effectively. For this purpose, among others, the Center assumes a significant role in user support and training.
Network Infrastructure

The University network is extended to all faculty members, administration staff, and students, and for classroom activities. In addition, it is made available for the men’s and women’s student dormitory rooms and faculty members’ villas. This network is based on the Gigabit Ethernet fiber-optic backbone, covers a total of over thirty-four buildings, and consists of over 13,500 voice/data points. This network can provide high bandwidth servicing data, voice and video, and is connected to the Internet through a 16 Mb/s leased line. The University Campus in Khofakain and the Community College buildings located in Sharjah, Deba, Kalba, Maliha and Khofakain are also provided networking, and are connected to the Internet. The current network supports wireless connection to all buildings.

Telecommunications Services

The University PABX systems (3) have been upgraded to support IP telephony and many other advanced features, including a Call Accounting System, which allows the University to track system usage. Through these systems, the Information Technology Center provides over 2700 telephone extensions to all faculty, staff and students (in the dormitory buildings). Video conferencing facilities are also provided for the University’s administration and Colleges to enable video conferencing meetings.

Computing Infrastructure

The Information Technology Center has established a state-of-the-art Data Center, which houses all the University servers and comprises the backbone of the network, conforming to international standards. At present, nearly 3,000 computers are connected to the University network and are used by faculty members, administrative staff and students.

Network Based Resources

The University users (around 6000) access network-based resources through the implementation of various servers which provide access to the Internet and e-mail, and house the data and software required for administrative packages as well as fulfilling other faculty, administrative and student uses. In order to utilize these services, network/email accounts and storage spaces are made available to users with appropriate privileges for network resources. Users can also use the web mail to access their e-mail through the Internet.

Information Systems

The Information Technology Center provides a high level of support and database administration for administrative applications including systems for student information, student accounting, library resources, finance, human resources, document management (archiving) and ID number retrieval systems. The Information Technology Center developed various other applications which include systems for managing the payroll, housing, visas, and other programs related to registration and grades, career
services, student accounts and the Banner Management System.

The University Website & Portal

The Information Technology Center updates and maintains the University’s web site to ensure that all published information is up-to-date and in a format which is globally accessible and reflects the University’s high standard of excellence. The University’s website interfaces with learning management systems, the Library’s catalog, human resource management systems, student information systems to support online registration through the Internet and allow students access their grades electronically, course schedules, financial statements, etc. The Center also works with faculty members to develop online courses and with the University’s administrative units to allow for new modes of interaction between members of the University community and facilitate the requisition and implementation of services through online application forms for routine administrative procedures.

User Support Services

The University Intranet serves the purpose of integrating all online resources for easy access. This allows all users of the University network to access resources including computer-based training CD-ROMs (CBT’s), the Library’s databases, and electronic journals through a web browser, common software programs, and video-based instructional material. The campus-wide availability of these resources through the university network improves student learning and encourages independent learning.

The Information Technology Center has implemented an online helpdesk system and provides technical support and training sessions for faculty, staff and students. Technical support services are also provided for the University’s campuses in Khorfakan and the Community College’s campuses in Sharjah, Deba, Kalba, Maliha and Khorfakan. The Information Technology Center has endeavors to create an environment where all students, faculty and staff are permitted easy access to information resources by providing innovative technologies and learning resources linked to the UOS portal.

The Department of Public Relations

The goals of the Department of Public Relations are to:

1. Support sound relationships and communication between organizations and their constituents.

2. Create and sustain relationships between organizations and institutes.

Mission

The Department of Public Relations endeavors to initiate mutual understanding between all members of the University community and between the University of Sharjah and other external cultural, economic and social institutes in order to enhance the University’s standing and its capabilities.
Vision

Establishing sound public relations both inside and outside the University of Sharjah is considered an essential component of the University’s mission. The Department of Public relations aims to develop both internal and external relationships in order to build an atmosphere of trust and collegiality and to gain support from the media for the University’s policies and long-range plans.

Goals

The Department of Public Relations utilizes a variety of means to achieve its goal of creating a climate of mutual confidence between members of the University community in specific and the public-at-large in general with the aim of attaining support for the University from all participating members, both internal and external. Achieving these goals requires integrated efforts on the social level leading to economic prosperity based upon transparency and dependent upon three basic elements:

- The common public interest
- Introducing unified concepts
- Being free from propaganda in advertising

The Department of Public Relations operates at two levels to achieve its goals:

1. External public relations includes all activities related to the exchange of communications between the University and the public. The Department’s greatest impact in this area is through providing various types of media with data and information geared at announcing events and determining public reaction to various public announcements.

2. Internal public relations primarily focus on creating a friendly work environment, where members of the University community feel a sense of belonging, trust and teamwork. The Department of Public Relations has at its disposal a variety of media, both print and electronic, with which it circulates announcements on meetings, conferences, seminars, workshops, publications, a various events and occasions.

The Media Center

The Media Center is considered vitally important at the University of Sharjah due to the importance of the media in conveying the broad spectrum of the role that the University plays academically, intellectually, culturally and scientifically.

Mission

The Media Center aims to contribute in building and strengthening a positive and well-balanced image of the University through constructive and purposeful media, to make a smart investment in media opportunities, to create new channels of communi-
cation and to promote effective cooperation with media providers.

**Vision**

With the development of visual and audio media, the Media Center endeavors to benefit from all of the latest media applications in order to enhance its capabilities both inside and outside the University of Sharjah.

**Goals**

**The Media Center has a wide range of goals:**

1. Building a well-balanced image of the University of Sharjah, both locally and internationally, through creative and purposeful media.

2. Highlighting the achievements and successes realized by students, faculty members, and the Administration locally, nationally and internationally.

3. Developing outcomes, media applications, internal and external communications through investing in the best human and technical resources.

4. Offering training opportunities for media institutions and departments in Sharjah and for those working in the field of media and communications.

5. Recruiting the best and most creative personnel from the media field to help the Center realize its goals.

6. Cooperating with the College of Communications to strengthen the quality and outcomes of the Center.

7. Preparing an annual media plan for the objectives and activities of the Center and submitting it to the Chancellor.

8. Undertaking the implementation of the Center’s plans once approved.

9. Preparing an annual report on the accomplishments of the Center both inside and outside the University.

10. Equipping the Center with the latest technical facilities and professional applications for media production.

**Tasks and Responsibilities**

**The Media Center has the following tasks and responsibilities:**

1. Organizing contact media institutions for full and continuing cooperation.

2. Issuing, editing and distributing the University Forum Magazine.

3. Preparing news reports and press releases that are published in the local, national and international media.

4. Observing public reaction in the newspapers and preparing responses.
5. Monitoring daily news through press and media coverage of press releases, news, feature stories, columns and articles in local regional and international news media.

6. Arranging for press conferences with Higher Administration, the Colleges and University Centers.

7. Designing and directing the annual publication associated with graduation ceremonies.

8. Designing and directing all publications issued by the University.

9. Documenting through photography all University academic, scientific and cultural conferences, seminars and other activities.

10. Photographing all University employees.

The Career and Student Training Office (CASTO)

CASTO delivers its services to students, faculty, employers and graduates through three main channels.

1) Career Advising

CASTO plays an important role in fulfilling the University’s mission of placing the student first in providing excellence in education, professional training, job qualifications, and the skills and competence needed to become an active member of the society. CASTO achieves this by leading and overseeing the professional development of students through practicing well-established innovative principles in the area of career advising.

CASTO has articulated a well-designed set of goals according to international standards that focus on establishing a sound relationship between the University and governmental and private agencies with the aim of providing students with a wide range of employment opportunities. CASTO continually explores new opportunities for cooperation between the University of Sharjah and the local job market, and uses the feedback of its employed graduates to help stimulate the efficiency and effectiveness of University programs and their outcomes.

2) Student Training

Aware of the University’s interest in the student’s personal and professional development, CASTO’s training section offers an integrated academic and administrative program, which provides field training to students and an introduction to the job market. Field training allows students a unique opportunity to apply, implement and execute a variety of skills, theories and concepts learned while studying. Student training is viewed as an essential learning process and is therefore compulsory for all UOS students in fulfilling their graduation requirements.
3) The Alumni Association

CASTO strives through the University of Sharjah Alumni Association to achieve goals and aims constituted by the mission of UOS, which include, but are not limited to, strengthening ties between the University and its graduates, utilizing alumni experiences to continuously develop the skills and knowledge of UOS graduates, involving alumni in University of Sharjah scientific and social events, and allowing alumni to have access and benefit from University services and facilities. CASTO views these goals as enabling UOS graduates to serve society and employers more efficiently and productively. It values alumni feedback on the University’s programs and services as an instrument to help determine the extent to which the University’s output is matching the needs and ambitions of the job market and the society as a whole.

The Center for Continuing Education and Community Service

Mission

The mission of the Center for Continuing Education at the University of Sharjah is to provide opportunities for individuals and institutions in the private and public sectors in the United Arab Emirates to improve their professional performance and increase their competitive edge by offering them high quality programs in continuing education.

Goals

The objectives of the program include are to establish harmony between the skills of the individual and the needs of an institution through training programs specifically designed to promote institutional effectiveness and individual creativity, to maximize institutional opportunities for competitiveness and profitability through timely and well-articulated advice to both the private and public sectors, and to create programs designed to develop the skills and performance of employees working in various organizations and institutes in society.

The Center for Excellence in Teaching and Learning

Mission

The Center for Excellence in Teaching and Learning seeks to further establish the University of Sharjah as a scientifically distinguished university with the goal of obtaining international accreditation and producing outstanding graduates, who possess competitive qualifications that appeal to the local, regional and international markets. The Center seeks to enhance the processes of teaching and learning at the University of Sharjah through the employment of creative methods and approaches based on inventive and modern concepts and practices in designing, presenting and assessing of the curricula of various programs.
Goals

The Center has the following goals:

• Upgrading the processes of teaching and learning in the University of Sharjah in line with new international trends.
• Adopting the latest IT devices in the production and use of educational material.
• Training faculty members to specialize in modern teaching methodologies.
• Preparing university-level curricula that can achieve the prime objectives of the University.
• Offering specialized assistance in designing interactive and electronic educational material to the colleges of the University and to educational institutions in Sharjah.
• Updating the educational process in the University by borrowing the latest international developments in the methods and approaches of electronic education.
• Insuring distinguished educational outcomes in terms of curricula and/or graduates of different programs.
• Setting regulations, standards and models in order to control quality and insure academic accreditation.

Organizational Structure

First: The Unit of Faculty Professional Development carries the following responsibilities:

3. Developing the skills of faculty members in such areas as evaluation, assessment and assessment tools.
4. Developing the skills of faculty members in various methods of teaching, and training them to focus on outcome-based teaching.
5. Developing the computer skills of faculty members.
6. Offering faculty members the opportunity to obtain such certificates as ICDL.
7. Training faculty members on the use the Blackboard.
8. Training faculty members on effective use of the internet and advanced search techniques.
9. Training faculty members in the area of academic databases.
10. Sharpening the skills of faculty members in using statistical analysis programs.
11. Upgrading the skills of faculty members in relation to modern educational techniques such as Mobile Smart Unit.
12. Training faculty members to design personal websites.
13. Developing the skills of faculty members in uploading educational materials on multimedia devices.

14. Providing faculty members with skills that relate to the employment of software and other various techniques in writing research papers or curricula.

15. Providing faculty members with user-friendly software to assist them in academic advising, taking attendance, projecting the registration of students in various courses…etc.

16. Induction and initiation of new faculty members.

Second: The Unit of Educational Material Production bears the following responsibilities:

1. Answering the needs of faculty members for print, audio, and visual educational material.

2. Insuring the availability of print, audio and visual educational materials, and organizing and maintaining them.

3. Lending different educational devices to faculty members.

4. Producing educational films for specific curricula.

5. Recording audio and video scientific and educational activities and saving them into a special archive.

6. Coordinating with faculty members who teach general or joint courses to prepare a complete plan for migrating the curricula into electronic channels.

7. Coordinating with external technical entities to use the latest in technology to produce fully-integrated electronic curricula.

8. Assisting the faculty members to convert their educational materials into interactive multimedia devices.

The Institutional Research Unit

The Institutional Research Unit was established in December 2003 as part of the University’s ongoing commitment towards achieving the highest standards in teaching, research, and service by continuously improving its programs and services. Through assessment the University analyzes systematically its effectiveness in meeting stated purposes. The Unit started its functions in January 2004.

Mission

The mission of the Institutional Research Unit is to support planning, decision-making and assessment. It is a service oriented unit that provides information for policy and management decisions for campus academic units, administrative units, and students and proposes alternative solutions to support the decision-making process. It also serves as an official point-of-contact for campus statistics.
Vision
The scope of the Unit’s responsibility is University wide. The unit provides official reporting to the entire University community including the Board of Trustees, the Colleges and their departments, and other academic and administrative units. The unit also assumes the responsibility of either generating or supervising the development of official University data reports.

Goals
1. Collecting, analyzing, distributing, and assisting in the use of information about University students, alumni, faculty, and staff.
2. Assisting in the organization and maintenance of institutional data for decision-making.
3. Analyzing and interpreting data to provide information which is appropriate and useful in planning and decision-making.
4. Serving as a catalyst for institutional self-analysis and improvement.
5. Distributing standard and custom information in both traditional and electronic formats.
6. Assessing in defining the mission, strategic goals, and direction of the University; and developing the overall University planning and assessment process.
7. Providing test and measurement services for the Colleges and their programs.
8. Providing specific information required for program review as well as studies and reports requested by colleges, departments, and other administrative units.
9. Analyzing the effectiveness in meeting stated purposes and using results to improve University programs, services, and facilities.
10. Analyzing and disseminating periodical reports on the activities of University units, programs and services.
11. Organizing seminars and forums to explore the concepts of institutional effectiveness and objective-oriented activities.
12. Using standard performance indicators, related to students, staff, research, and finance, to assess and compare the University of Sharjah’s performance both nationally and internationally.
13. Helping in the effective allocation of resources at the institutional, divisional, college, departmental, and unit levels.

The College of Graduate Studies and Scientific Research
The College of Graduate Studies and Scientific Research was established at the start of the academic year 2006-07 to oversee graduate studies programs offered by the
University’s colleges and to supervise and coordinate research activities.

**Deanship of Academic Support Services**

As part of on-going University Development, the Deanship of Academic Support Services was established in Fall 2006/2007 to supervise the operation of several support units like the libraries, Admissions and Registration, the Information Technology Center and the Central Laboratories.

**The Faculty Club**

The Faculty Club was established at the start of the academic year 2004/05 to serve as social and cultural meeting place for faculty members. The club, located in front of the Athletic Complex, houses furnished halls for numerous functions.

**The Faculty Affairs Committee (FAC)**

The Faculty Affairs Committee was established to help develop and maintain the highest academic standards in accordance with the goals and core values of the University and to promote, broaden, and sustain a culture of trust, respect and loyalty within the University community. It is comprised of faculty members representing each college who serve for two years.

**E-forms on University Portal**

https://myUOS.sharjah.ac.ae/English/Forms/Pages/FormView.aspx
# Telephone and Fax Directory

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<td>Vice Chancellor for Academic Affairs</td>
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<td>Vice Chancellor for Medical Colleges’ Affairs</td>
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<td>Vice Chancellor for Finance and Administrative Affairs</td>
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<td>Dean of Academic Support Services</td>
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