



Deanship of Quality Assurance, Institutional effectiveness and Accreditation

# Campus Coordination Manual

**2019-2020**

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## **1. Introduction**

### **Definition**

This document contains policies that govern academic and administrative processes in all university campuses.

### **Range of Application**

This Manual is applicable to all University of Sharjah main campus (Sharjah) and branch campuses. All academic, administrative and support processes at the University of Sharjah are subject to this policy.

### **Responsibility for Implementation**

Responsibilities for implementation are distributed according to level and role:

- Chancellor
- Vice Chancellors
- College Deans
- Assistant Chancellor for Branches
- Department Chairs
- Directors

### **Review Process**

This policy is subject to periodic review by the Dean's Council, which should collect and study suggestions and comments raised by faculty members or departments.

## **2. University Campuses and Branches**

The University of Sharjah operates in four campuses and two branches as follows: (Figure 1)

- Campuses:
  - The main campus with two sections for men and women.
  - Al Dhaid Campus.
  - Kalba Campus.
  - The Khorfakkan Campus.
- Branches:
  - Melieha branch.
  - Diba branch.

In addition, the community college operates in five locations:

- Khorfakkan Campus (headquarters of the college)
- Sharjah Campus
- Kalba Campus
- Melieha Branch, and
- Deba Branch.

Campuses of the community college are well coordinated at all levels as shown in figure 2.

### 3. University Governing Body

The whole university with all campuses is governed by the same governing body applying the same bylaws and standards (Figure 3).

Figure 1: University of Sharjah Campuses and Branches

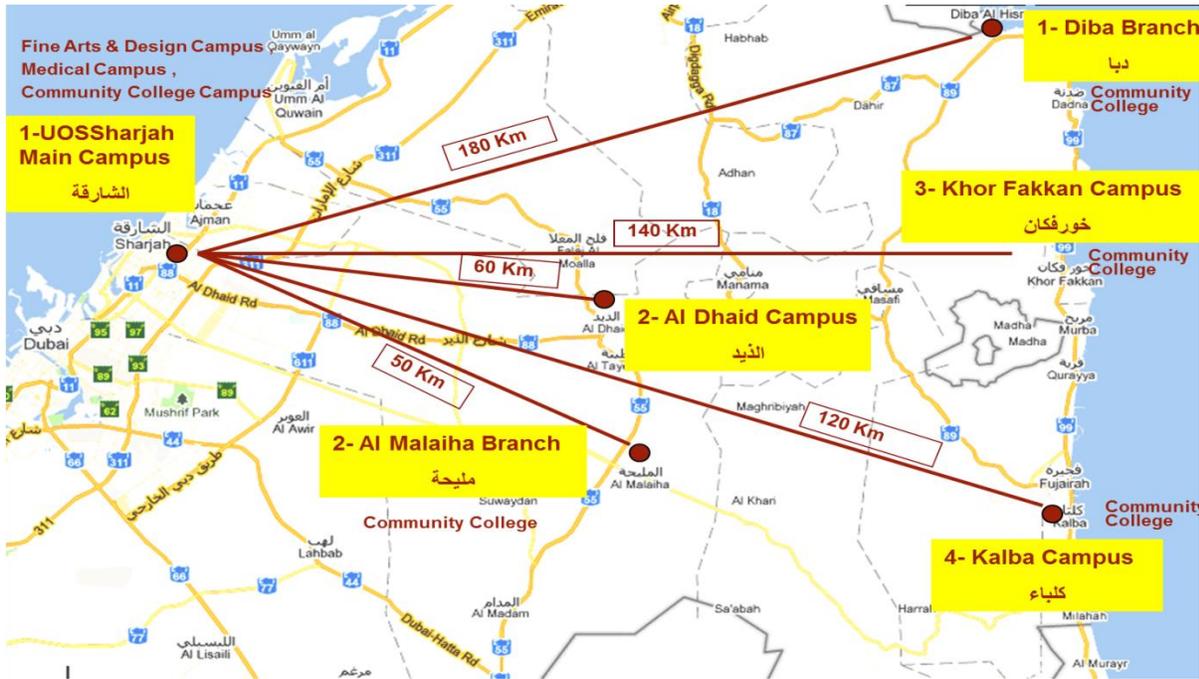


Figure 1: University of Sharjah Campuses and Branches

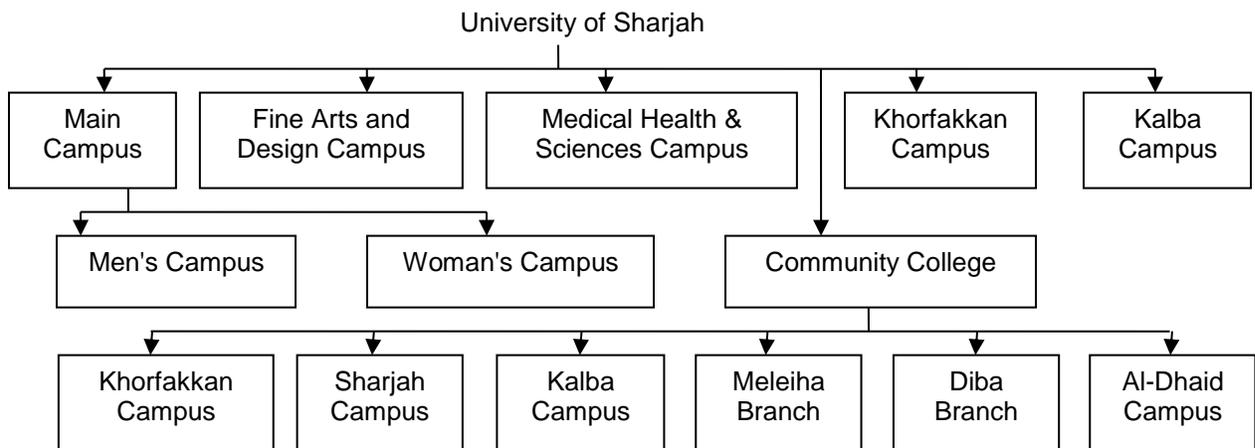


Figure 2: University of Sharjah Campuses and Branches

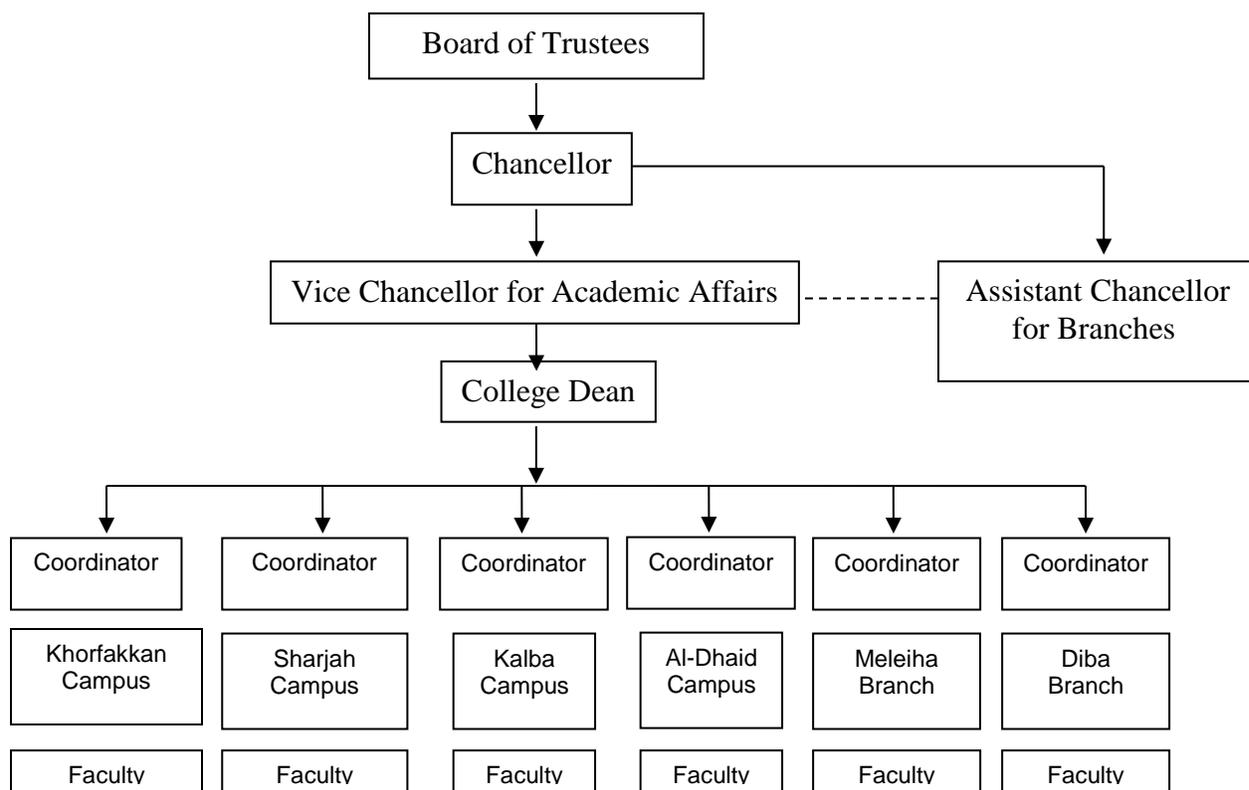
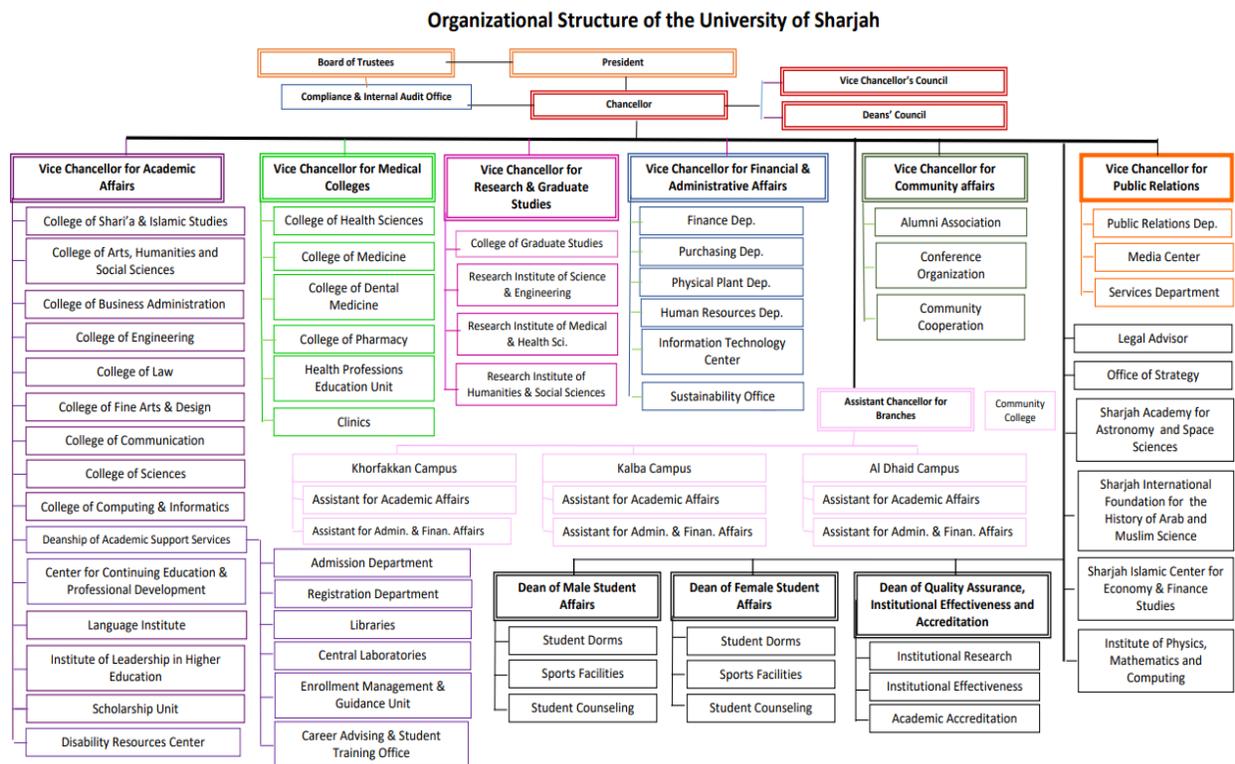


Figure 3: Campuses and Branches organization charts



**Figure 4 The University's Organizational Chart**

## **Board of Trustees**

The Board of Trustees (BOT) is the supreme council that governs the University, establishes and approves the University By-Laws and makes all academic, administrative and financial decisions. The Board is chaired by His Highness Sheikh Dr. Sultan Bin Mohamed Al Qassimi, Member of the Supreme Council of the UAE, Ruler of Sharjah and Supreme President of the University of Sharjah. The Board membership consists of prominent members of the community and international members with senior academic experience in renowned universities. The Chancellor of the University is a member of the Board, is the Chief Executive Officer of the University and reports directly to the Board of Trustees.

The Board of Trustees has several standing committees that prepare and review all materials and documents submitted to the full Board. The Board of Trustees usually holds three meetings annually, which are preceded by meetings of the standing committees. The standing committees hold meetings at other times to deal with matters and issues as they arise. The standing committees of the Board of Trustees are:

- The Executive Committee: with the mandate to act on important or urgent matters that require timely decisions well before the next full Board meeting is held. The Committee informs the full Board of any such decisions at the next meeting.
- The Academic Affairs Committee: with the mandate to review and recommend to the Board with respect to new academic program proposals, major changes in academic programs, institutional licensure and academic accreditation, faculty hiring and promotion, student

academic performance and learning experience, student graduation, student admission criteria and academic support services.

- The Finance Committee: with the mandate to review financial plans, finance and audit statements, administration procedures, management of physical resources and human resources, appointment of non-academic staff, physical plant and infrastructure. The Committee makes recommendations to the full Board.
- The Development and Endowment Committee: with the mandate to develop alumni relations and to ensure the growth of the University's endowment fund.

### **Vice Chancellors Council**

The Vice Chancellors Council acts as an executive council for the University and is chaired by the Chancellor with the three Vice Chancellors as members. The Executive Council oversees all matters related to the academic, administrative and financial management of the University and reviews the implementation of all decisions approved by the Board of Trustees and the Deans Council. The main duty of the Executive Council is to ensure that the day-to-day operations of the University are running smoothly and effectively.

There are three Vice Chancellors reporting to the Chancellor:

- The Vice Chancellor for Academic Affairs
- The Vice Chancellor for the Medical and Health Sciences Colleges (also serves as Dean of the College of Medicine)
- The Vice Chancellor for Financial and Administrative Affairs
- Assistant Chancellor for Branches

### **Deans Council**

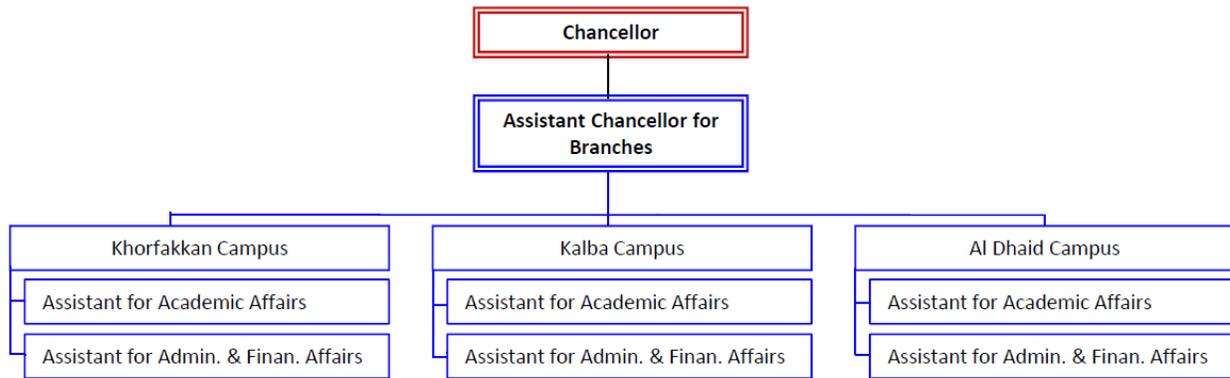
Chaired by the Chancellor, the Deans Council consists of the three Vice Chancellors, the thirteen Deans of the colleges, the Dean of Student Affairs, the Dean of Graduate Studies and Research and the Dean of Academic Support Services. In total there are sixteen (16) deans.

The Council reviews and approves all academic matters and student affairs issues brought forward by the Deans and the Vice Chancellors as follows:

- Changes to academic rules and regulations (to be submitted to the BOT)
- Changes to academic and research programs (to be submitted to the BOT)
- New academic programs (to be submitted to the BOT)
- Graduation lists (to be submitted to the BOT)
- Academic and non-academic misconduct cases
- Promotion cases for academic staff (to be submitted to the BOT)
- All other academic issues requiring review and discussions

### **Assistant Chancellor for Branches**

The Assistant Chancellor for Branches insures proper coordination between across all campuses. The assistant Chancellor is helped by assistants for academic affairs as well as administrative and financial affairs (Figure 5).



**Figure 5: Organization Structure of Assistant Chancellor for Branches**

**Authorities of the Assistant Chancellor for Branches**

- A. The Assistant Chancellor of Branch Affairs reports directly to the Chancellor of the University and is responsible in terms of his work before the Chancellor. He shall provide his reports to the Chancellor and obtain approval for his decisions and recommendations from the Chancellor.
- B. The Assistant Chancellor of Branch Affairs is the authority to whom deans and directors of departments in the University should refer regarding all the affairs of the branches falling within his authorities.
- C. Each of the branches shall have a Vice Assistant Chancellor of Financial and Administrative Affairs and a Vice Assistant Chancellor of Academic Affairs. They shall be appointed and their duties and authorities shall be designated by decision of the Chancellor. Each of the two officials shall report to the Assistant Chancellor on their work and present to him their reports as well as obtain approval for their decisions and recommendations from him or through him from the Chancellor.

**Powers of the Assistant Chancellor for Branches**

The Assistant Chancellor shall have the combined authorities of the Vice Chancellor for Academic Affairs and the Vice Chancellor for Financial and Administrative Affairs with regard to the affairs of these branches. He shall also carry the authority of the Chancellor where mandated.

**Responsibilities and Mandate of the Assistant Chancellor for Branches**

- A. The Assistant Chancellor of Branch Affairs shall oversee the various University branches in terms of administration and academics.
- B. The Assistant Chancellor of Branch Affairs shall coordinate with the concerned college all the affairs of those working in the college from among faculty and administrative/technical staff as follows:
  - 1. Setting the regulations for the work hours of faculty and administrative/technical staff and following up on their implementation in terms of their job duties.
  - 2. Considering the recommendations of the colleges regarding faculty working at the branches as follows:
    - Assigning delegates to participate in seminars, symposia and conferences held at the University and outside.
    - Assigning overtime teaching if necessary.

- Nominating for discussion university theses and dissertations outside the University.
  - Leaves/vacations of faculty members, excluding sabbatical *leave*, in coordination with the concerned college.
  - Trips of an educational nature and delegating the participants for such.
  - Forming various committees that do not conflict with the main committees at the University.
3. Cooperating with the deans involved in the annual evaluation of faculty members in terms of reports submitted from the Assistant Chancellor to the Vice Assistant Chancellor of Academic Affairs regarding their performance.
  4. Chairing the Faculty Disciplinary Council at the branches.
  5. Reviewing the Annual Performance Evaluations for non-faculty staff prepared by the Vice Assistant Chancellor of Financial and Administrative Affairs and submitting the appropriate recommendations in this regard to the Chancellor.
  6. Proposing the budget of the branches and submitting it to the Chancellor.
  7. Approving the programs and activities undertaken by the Center for Continuing Education and Community Service at the branches.
  8. Liaising directly with the ministries, governmental departments, private sectors, and others in matters within his authorities.
  9. Any other matters delegated to him/her by the Chancellor.
  10. The Assistant Chancellor of Branch Affairs shall endeavor to develop and better invest the human and material resources at the branches to realize the purpose of their establishment. He shall also seek to develop their relationship with the local community to contribute to realizing the objectives of the University in the areas of education, research and community service.
  11. The jurisdiction of the Assistant Chancellor does not include tasks related to academic programs and their quality (study plans, academic accreditation, etc.), which fall under the jurisdiction of the deanships of the colleges offering the educational programs in the branches. His authority in this regard is limited to following up on better providing the educational services of these programs.
  12. The Assistant Chancellor shall cooperate with the deans and directors of departments concerned with determining the needs of the branches in terms of human resources for faculty and administrative/technical staff as well as their material needs.

#### **Mandate of the Vice Assistant Chancellor of Branch Academic Affairs**

The Vice Assistant Chancellor of Academic Affairs shall follow up on and oversee all the academic affairs of the concerned branch. This shall include all such matters related to faculty and coordinators in the colleges, student affairs, admission, registration, the library, laboratories, and continuing education and professional development.

#### **Mandate of the Vice Assistant Chancellor of Branch Financial and Administrative Affairs**

The Vice Assistant Chancellor of Financial and Administrative Affairs shall follow up on and oversee all administrative and financial affairs of the concerned branch. This shall include all such matters related to administrative/technical staff, public relations and media, information technology (IT), finance and purchasing, human resources, maintenance, services and the medical clinics.

#### **4. Coordination between Campuses**

As mentioned above the Vice Chancellor Council coordinates all academic and administrative issues at all campuses.

The Vice Chancellor for Academic Affairs supervises all colleges at all campuses except the college of Medicine, Dentistry, Pharmacy, and Health Sciences that are supervised by the Vice Chancellor for Medical Colleges.

The Vice Chancellor for Financial and Administrative Affairs supervises financial and administrative issues at all campuses.

Academic support services and administrative services are supervised and coordinated centrally as shown below.

##### **4.1 Institutional Effectiveness and Quality Assurance**

The University of Sharjah considers the institutional effectiveness and quality assurance and enhancement as key elements to achieve excellence that are the main goal of the University mission. Evaluation and assessment activities in UoS are integral part of the University policies and procedures and are considered as a comprehensive process that will include all campuses, sites, units and activities. Assessment covers all academic and administrative units and programs throughout the whole university. Data collection and analyses are coordinated by the institutional research unit. Results of the assessment are used for quality enhancement, improvements, and decision making. UoS integrates academic assessment into administrative and governance structures, institutional planning and budgeting, academic programs, General Education, and support programs.

##### **4.2 Academics**

###### **4.2.1 Program Coordination Committee (for each college)**

- Headed by the Vice Dean or Department Chair.
- Members are all Department Chairs (or Program Coordinators) of all programs offered and the Program Coordinator(s) at the branch campus.
- Its task is to deal with all issues related to
  - Assuring the same quality in program offerings by the college at the branch campus.
  - Preparing a suggested academic schedule.
  - Preparing the program outcomes assessment report.
  - Suggesting the annual budget for offering the program at the branch campus.
  - Coordinating the use of resources between the main and branch campuses to avoid duplication of efforts and/or assets.

###### **4.2.2 Course Supervision Committee**

- Headed by the principal instructor of a particular course (should be from the main campus).
- Members are all course instructors on all campuses (instructors of close specializations might be included).
- This committee's task is to deal with all issues related to:
  - Assuring the same quality in course offerings at the branch campuses.
  - Supervising and following up the course's progression and instructor performance.

- Assuring the availability of the technology and materials needed for the teaching process.
- Assuring the availability of course materials for students.
- Suggesting candidate(s) to be appointed as course instructor(s).
- Preparing the course outcomes assessment report (covering all campuses).
- Preparing the final report on the course (covering all campuses).
- Suggesting and implementing any plans for improving or rectifying various elements of the course.

#### **4.2.3 Study Program**

- Any study program offered at the branch campus should be a mirror image of that program on the main campus in terms of number of credits, study plan, courses offerings and sequence, etc.
- Any changes in the program on the main campus should, upon the approval of the authorized bodies, be implemented immediately in programs offered at the branch campus.
- The department (college) on the main campus has ownership of the program even though it is offered at the branch campus. However,, faculty members teaching the program courses at the branch campus have the right to suggest any changes and or modifications to the program. These suggestions will be studied by the Course Supervising Committee and Department Council and will be effective upon approval.

#### **4.2.4 Schedule**

- Each coordinator at the branch is responsible for preparing a suggested schedule for the program(s).
- The Coordinator will consult the Department Chair and or College Dean for approval on suggested schedules.
- The Coordination Committee will meet to issue a suggested schedule for the coming semester or academic year.
- The members of the Coordination Committee should seek the approval of the concerned college on the final suggested schedule (if there is a considerable change from the first suggestion).
- The final suggestions will be sent to the Admission and Registration Department, which is responsible for issuing the final schedule in accordance with the academic calendar.
- The Branch Supervisor shall sign to approve the final version.
- The schedule should be announced on bulletin boards, on the website and given to each student when he/she registers for courses each semester.
- The design and arrangement of the schedule is subject to the same rules and regulations used on the main campus in designing schedules (i.e. lecture times, lecture period, breaks between classes, semester break, etc).
- The schedule should be issued at the same time that the schedule of the main campus is issued.

#### **4.2.5 Courses Syllabi**

- Each course instructor should distribute the course syllabus to all students in the course at the beginning of the semester.
- The course syllabus should contain all topics described in the model course syllabus issued by the Central Committee for Curriculum, Plans and Education System.

- The course syllabus should be identical to the course syllabus for the same course offered on the main campus, except in instructor related information.

#### **4.2.6 Exams**

- Exams will be conducted as per the University By-Laws.
- Exams will be conducted according to the same regulations and procedures for exam in the same course on the main campus (if the course is offered on both campuses).
- Final exams will be unified (the same for both campuses). Identical model answers and rubrics with the same marks distribution will be used in correcting the exam papers for both campuses.
- 1st and 2nd exams might vary between the two campuses. However,, a copy of the exam questions and model answers should be sent to the Course Supervising Committee on the main campus. The committee should evaluate the exam concerning various aspects to ensure the same level of student assessment on both campuses.

#### **4.2.7 Marks**

- The distribution of marks for exams and coursework for any course should be the same for both campuses.
- A complete marks report along with course statistics should be sent at the end of the course to the Course Supervising Committee for checking and reporting about the course.
- A complete marks report along with course statistics should be sent at the end of the course to the department chairs on the main campus for approval by the Department Council and College Council.
- Final grades for students will be subject to the same grading scale on both campuses according to the University By-Laws.

#### **4.2.8 Outcomes**

- The goals and outcomes for any program and course should be the same on both campuses.
- The subjects that contribute to the outcomes should be the same.
- The tools and approach used to assess the outcomes should also be the same.
- A complete report about outcomes assessment should be submitted to the Course Supervising Committee for course quality assurance and improvement.
- The instructor at the branch campus reserves the right to suggest any changes or modification to the course goals or outcomes as well as to the assessment tools and method of approach.

#### **4.2.9 Texts and Learning Resources**

- The course text book(s) should be the same. All other learning resources used for the course on the main campus should be available for use at the branch campus. Any shortage of these resources will be reported by the instructor to Course Coordinator and then to the concerned parties through the Department Chair.
- In case of using handouts, either the same handout will be available on each campus or a handout with similar content will be prepared and made available to each campus.
- Putting the course on the Intranet using blackboard software should be made in such a way as to assure the same academic content for all instructors on both campuses.

#### **4.2.10 Teaching Methodology**

- The teaching methodology will be left to the discretion of the individual instructors provided that their methodology enables students to achieve the course outcomes.
- Any resources required to implement the teaching methodology used by the instructor should be available before the course begins. It is the responsibility of the instructor and department to take early action to ensure the availability of the required resources.
- In case a training course is needed by faculty (e.g. for new faculty members) in order to implement certain teaching methodologies (e.g. using Blackboard software), the department may arrange the course through VCAA.

#### **4.2.11 Practical Aspects**

- If the course contains a practical element(s), this should be offered on both campuses using the same facilities, practice and supervision.
- The practical element of the course at the branch campus should be subject to the same regulations, procedures and assessment as that of the main campus. Moreover, it should be allotted the same course mark percentage.
- If the study program contains an internship, it should be delivered according to the same principles and methodology, from selection of the training organization to final reports submission and grading.
- The branch campus student, upon the approval of the Department Council, may take the internship course on the main campus.

#### **4.2.12 Coursework**

- All coursework inside and outside class required from the student on the main campus shall be required from students at the branch campus. This is mandatory regarding coursework content but not amount of coursework.
- The coursework will take the same course mark percentage on both campuses.
- The course mark distribution for the course content will be the same on both campuses.

#### **4.2.13 Course File**

- Each course instructor should prepare a course file for his/her course in accordance with the course standards.
- The course file will be evaluated by the Course Coordination Committee against the course standards.

### **5. Advising**

- The course entitled, Advising and Guidance, should be taught by a faculty member from the same department with which the student is affiliated. In case a low number of students is enrolled in the course, the most experienced faculty member from among concerned departments should teach the course to a collective group of students.
- Each cohort of students should be assigned one faculty member as their academic advisor.
- The advisor should announce clearly his/her office hours and contact information.
- The advisor should have easy access to information on all of his/her students.
- The advisor will keep an advising file for each student containing all relevant information.
- At the end of the semester, the advisor should provide a report about his/her students and their academic performance.

- The process of the academic advising will be assessed by the Department Chair (for the program) at the end of the semester and will be assessed by the Branch Coordination Committee for all programs offered at the branch at the end of each academic year.

## **6. Admissions and Registration**

### **6.1 Admission**

- The rules and procedures governing the admission process at main and branch campuses are the same.
- Prospective students may be admitted to any program offered on all campuses through the Department of Admissions and Registration located on the main campus only.
- Any application for admission received by the Admissions and Registration Office at the branch campus will be double checked and further processed by the Department of Admissions and Registration on the main campus.
- The Department of Admissions and Registration on the main campus will assign one of its senior staff members to be a supervisor for the Admission and Registration Office at the branch campus.
- The Admission and Registration Office at the branch campus will submit an annual performance report to the head office on the main campus. A copy of this report will be sent to the Branch Administrative Supervisor.
- The Department of Admissions and Registration conducts an annual evaluation process. In this process the Office of Admissions and Registration will be included.
- Student applicants should apply only on the main campus (for the moment) and should indicate the study Branch area. Otherwise, the Department of Admissions and Registration will define their study branch throughout their UAE identity card and residency.
- A student at the branch campus may register and take the TOEFL exam there.
- The Department of Admissions and Registration will issue a manual in which all policies and procedures related to coordinating work between campuses are clearly stated.

### **6.2 Registration**

- Students may register through either the Admissions and Registration Department/Office at the main or branch campuses. Students may register online (if there is no restriction).
- Students may add/drop, withdraw, postpone admissions, or complete any registration procedure for courses from any campus.
- The registration process made at the branch campus is audited by the Admission and Registration Department on the main campus and any errors discovered will be corrected by staff on the main campus (who will notify the branch campus staff members of corrections).

### **6.3 Commencement**

- All students who successfully finish their study plans on any university campus will be invited to the commencement ceremony on the main campus. Commencement will be held on a semester basis.

- A final check of the file for each graduating student, on any campus, will be performed by the Registrar in the Department of Admissions and Registration.. Only then will the student's name be added to the graduation list.

#### **6.4 Certificate**

- The Department of Admissions and Registration on the main campus will issue the degree and the stamped transcript for each graduating student from any campus after the final check.
- Submitting the official transcripts and original certificates will be through the main campus.

#### **6.5 Academic Probation**

- Students in all campuses are subject to the same rules and procedures for academic warnings. This will be double checked by the Department of Admissions and Registration on the main campus.

#### **6.6 Staff**

- The admissions and registration staff at the branch campus will be trained on the procedures involving in this system. The training will be conducted by the Department of Admissions and Registration (main campus). The training will cover handwritten and electronic processes and will give the trainees hands-on experience.

### **7. Library and Information Resources**

#### **7.1 Intra Loaning Library Resources**

- The library policies and procedures are the same at the main campus library and at the branch campus library.
- A student at the branch campus may borrow a book from the branch library. However, if he/she finds a book or any other learning materials in the catalog that are not available at the branch library, the librarian will secure the book/materials from the main campus libraries using a special form according to the international university libraries loan system.

#### **7.2 E-Resources**

- All electronic database and periodicals will be available online to branch students through the Intranet.

#### **7.3 E-Access**

- The main library collection catalog is accessible to all students on all university campuses either in hard or electronic format.

#### **7.4 Services**

- All library services offered on the main campus should be offer at the branch campus.
- The branch campus library will be equipped with all resources, machines, devices, etc., which enable the library to offer the above mentioned services.
- Special library services like 'document delivery' and loan service exchange with other university libraries will be offered at the branch campus library through internal coordination among UOS libraries.

## **7.5 Staff**

- All libraries will be connected through the Intranet and can be monitored centrally by the library management.
- The staff at the branch library will be selected by the library management using the same criteria used to appoint qualified staff at the main campus library.
- Staff at the branch library will be given a training course at the main campus library at the beginning of employment period and the staff should pass it successfully to commence their work at the branch library.
- The UOS library will issue its own coordination manual in which all policies and procedures related to coordinating work between university libraries are clearly stated.

## **8. Information Technology**

### **8.1 Teaching and Learning Facilities**

- The classrooms at the branch campus will be converted to smart classrooms according to a strategic timetable, which has been set by the IT Center. The smart classrooms will contain a unit consisting of a PC connected to data show and audio systems in addition to Internet access.
- Faculty members will be able to access 'Blackboard' to input their courses.
- If a faculty member who is teaching a certain course at more than one campus may access the course on Blackboard from any campus and his/her students on every campus may access course materials through Blackboard as well.

### **8.2 Computers Equipment and Upgrading**

- The policy of the University is to provide every employee, academic or administrative, with all computing devices that will enable him/her to do work properly and efficiently. Essential devices include a personal computers (desk top and/or laptop), printer, Internet connection and telephone line. This policy will be applied to all staff working at any University branch.
- The branch campus will be connected to the main campus through a high capacity line so the University's Intranet may cover all campuses.
- Security through the usage of the proxies and fire walls and other security software will be of the same level as that on the main campus.
- The plan for covering the main campus with wireless Intranet and Internet connection is now in its final stages since most of the buildings on the main campus are now covered. The same facilities will be provided to the each university campus in the future. This service can be used by every campus community member using a laptop, mobile or any other suitable device.

### **8.3 Phone System**

- The telephone system used at the branch campus will be the same as that used on the main campus.
- All university campuses will be connected through one Intranet enabling each faculty and staff member to have an extension number through which he/she may be contacted from any campus.
- The phone system provides some other services like voice conferencing, voice mail, missed calls detection...etc. The same services will be provided on all campuses.

#### **8.4 Connection to Internet**

- The branch will be equipped with Intranet in addition to the Internet.
- The Internet speed will be at a high level using a high capacity band width. However, the overall speed might not be the same as that of the main campus because of extreme variations between campuses in terms of population.
- All banded materials and websites on the main campus will be banded on all university campuses.

#### **8.5 Band Width**

- High band width will be provided to all campuses to ease the use of the Internet. However, this band width may vary from one campus to another due to campus-related variables like number of users.

#### **8.6 Software and Updating**

- In its effort to improve an IT-supported academic environment, the Information Technology Center (ITC) will survey all staff concerning their needs for software and hardware annually. This survey will cover all university campuses.
- A unified plan will be put in place to provide the IT needs for all campuses.
- The academic program coordinator will, in coordination with IT staff, make sure that all software and hardware available for the programs on the main campus are available at the branch campus.
- The policies of ITC regarding software updating and hardware upgrading will be used equitably on all campuses.
- For special IT needs like servers, the number of students and staff on a particular campus will be taken in consideration before a decision is made.
- IT staff at the branch will be responsible for operation of all IT software or hardware under the supervision of the main ITC staff and directorate.

#### **8.7 Data Center**

- A special hardware (server) has a huge capacity to store large amounts of data to function as a backup for the data stored at the main campus Data Center. The data in both centers should be identical and transferrable from one center to another and updated accordingly.

#### **8.8 Training**

- ITC offers a program for IT training consisting of a variety of short courses (basic and advanced) on different IT subjects. Training focuses on the usage of certain software that is frequently needed by the faculty, students and staff.
- Training courses are offered to members on all university campuses. Training sessions at the branch campus may be conducted by a trainer on campus (usually one of the ITC staff from the main or branch campuses) or by using video conferencing technology between the main campus, where the physical session is conducted, and the branch campus where the audience may participate through the video conferencing facility.

#### **8.9 IT User Assistance**

- ITC provides assistance to users through various means:

- i. Call center.
- ii. Online request form.
- iii. A knowledge base.
- iv. Frequently asked questions (FAQ).

All these means are available through the University's website: <https://myuos.sharjah.ac.ae/English/IT/Pages/default.aspx> After the addition of any computer on any campus to the University's main domain, its user may use all of the above mentioned facilities.

#### **8.10 Maintenance**

- Policies regarding IT issues will be implemented on all university campuses in an equitable way. For instance, an employee's computer will be changed every three years regardless of where it is. The ITC has a manual for policies and procedures that covers all such issues. The manual is part of the University Policies and Procedures Manual.

#### **8.11 Providing IT Needs**

- At mid second semester ITC distributes a form in which it requests all academic and administrative units to submit their needs for software and hardware. In this form all units will consider the needs of their branches (if present) on other campuses. The form is distributed also to branch campuses. The needs of all campuses will be collected and unified to avoid any duplication.

#### **8.12 Staff (Support and Supervision)**

- ITC conducts a training program (approximately one month in length) for those who will be appointed as ITC staff members at the branch campus in order to familiarize them with ITC processes and procedures.
- The main campus ITC directorate is responsible for managing the IT affairs of the branch campus. It supervises all processes there and conducts a routine auditing process to ensure the same level of work quality at the branch campus.

#### **8.13 Coordination**

- A Central IT Coordination Committee will be formed at the Information Technology Center and headed by the Director of the center to coordinate all information technology processes, facilities, equipment and staff.
- The committee will include a representative from the branch campus IT section, as well as the coordinator from the main campus ITC.
- Each section/department of the main ITC will coordinate work with its counterpart at the branch campus, whether it is a section or individual.
- All coordination processes should be monitored and followed up by the campus IT Coordinator under the supervision of IT Coordination Committee.
- The Information Technology Center will issue its own coordination manual in which all policies and procedures related to coordinating work between university campuses are clearly stated.

## 9. Student Affairs

- The University has two deanships for student affairs, one for males and one for females whose offices are located on the main campus.
  - The deans supervise all student affairs on all campuses but in a decentralized way.
  - Each campus has a staff for student affairs consisting of a dean's assistant, social supervisors, students' activities supervisors and administrative assistants who work under the supervision of the Dean of Student Affairs. However, the size of this staff is proportionally related to the number of students on each specific campus.
  - Small committees are formed (under the Dean's supervision) to coordinate among campuses in each field of students affairs including:
    - i. Student Activities.
    - ii. Student Services
    - iii. Student Counseling.
    - iv. Student Clubs.
    - v. Student Union.
  - The staff designs annual student activities and a plan for events. The required resources needed to implement this plan should be detailed in a request form.
  - The plan should be submitted to the Dean, who will include it as an integral part of the University's student activities and events.
  - The required financial resources should be included either in the budget for the university branch or budget for the concerned student affairs deanship.
  - After the Dean has approved the plan, he/she (through his/her assistant) will follow up implementation of the plan.
  - The goals for both educational and non-educational outcomes through the Deanship for Student Affairs will be the same on all campuses. A unified effectiveness plan will be designed and implemented on all campuses.
  - The Dean's Assistant will be responsible for the implementation of the assessment plan and reporting the results to the Dean.
  - The Dean will compile all assessment reports from all campuses to produce one comprehensive report about the effectiveness of the deanship.
  - This assessment study will be conducted annually.

## 10. CASTO

### 10.1 Training

- The University has issued a training guide for students, faculty members and training organizations. Students on all university campuses should follow the instructions in this guide in completing their training requirements successfully.
- Each college should have a Training Committee to supervise the training process. One of the members of this committee should be a faculty member at the branch campus, who is responsible for coordinating the training process at the branch.
- The CASTO office on the main campus will establish close coordinations between training coordinators in the colleges on both the main and branch campuses in order to provide training opportunities inside and outside the country, create, retain and update a training file for the trainee, and evaluate the training process in order to improve it.

- It is expected that in the coming years (when more students reach the training stage) a branch of CASTO will be established on the branch campus to handle all the required processes.
- CASTO invites all training organizations providing student training to an annual ceremony to honor and show appreciation for their contributions and training.

### **10.2 Career Advising**

- CASTO provides students with career advising services through:
  - i. A career fair, which convenes several organizations from various sectors that are interested in employing new graduates. Students in the University from all campuses will be invited to attend the fair. Transportation will be provided by the University's Transportation Department.
  - ii. Special workshops about how to search for a job, how to conduct an interview and how to write a good CV.
  - iii. A CV builder facility through the website, which may be used by all existing students and/or graduates on all campuses via the Intranet.
  - iv. Announcements on available vacancies in different organizations. Announcements reach the email boxes of all students on all campuses.

### **10.3 Alumni Association**

- Until now, the Alumni Association operates only on the main campus as there are not yet graduates from the branch campus.
- However, once the first cohort of students graduates, CASTO will open a branch of the Alumni Association, which will be included in the annual plan of alumni activities and be provided all the same services offered to its counterpart on the main campus.

### **10.4 Student Employment**

- The system of student employment by the academic or administrative units within the University is set up and will be used on all university campuses.
- Fees paid to students per hour will be equal on all campuses.
- Opportunities for student employment will be announced through CASTO or its branch to all students on all concerned campuses.
- Students will be considered on an equal basis for various opportunities, according to student employment regulations.
- The head of the employment unit will be responsible for implementing the university system of student employment in coordination with CASTO.
- Career Advising and Students Training (CASTO) will issue its own coordination manual in which all policies and procedures related to coordinating processes between university campuses are clearly stated.

## **11. Graduate Studies and Research**

### **11.1 Graduate Studies**

- Up to date there are no graduate programs at the branch campus.
- Students can continue their graduate studies on the main campus after completing their bachelor's degree at the branch campus.
- From a futuristic perspective, the University will begin to offer graduate programs at the branch campus once it determines a need and demand for such programs. In this case, colleges offering the programs in cooperation and coordination with the College of Graduate Studies and Research will coordinate the new offerings at the branch in such way that assures the same level of quality as that of graduate programs on the main campus.

### **11.2 Scientific Research**

- All faculty members should abide by the University By-Laws for scientific research.
- All faculty members at the branch campus (in any college) enjoy the financial and non-financial support offered by the University to its faculty for conducting research.
- Faculty members have the right to use all of the facilities which they need for their research at the branch or main campuses.
- Faculty members may submit a proposal to establish a research group or to join an existing group.
- The College of Graduate Studies and Research will issue its own coordination manual in which all policies and procedures related to coordinating procedures between university campuses are clearly stated.

## **12. HR Department**

- The Director of HR supervises the HR staff and procedures on all university campuses.
- HR procedures on all campuses are controlled strictly by the same 'HR Policies and Procedures Manual'.
- Before commencing work, new HR staff members at the branch campus will be given a training course designed by HR according to the needs of the HR unit at the branch.
- The electronic services and forms that are available on the HR webpage (through the University's website) are accessible to all staff on all campuses.
- Documents exchanged between HR on the main campus and its unit at the branch campus can be made through:
  - Regular daily/periodical normal mail services.
  - E-mail.
  - Facsimile.
- The HR Director shall delegate some of his/her authorities to the HR staff at the branch campus. These authorities will be limited to a certain extent, beyond which the Director's signature will be required.
- The contracts of all academic or administrative staff members on all campuses will be dealt with centrally.
- The HR unit at the branch campus will estimate an annual budget and forward it to the main HR Department to include it in the master annual HR budget.

- At the beginning of each year, the HR Director should communicate to the HR unit at the branch campus its goals for the year, which should be achieved through a well-structured action plan.
- The head of the HR unit at the branch campus will prepare monthly/quarterly reports about its unit's performance, work progress, problems and suggested solutions.
- The HR Director will plan and make sure that all resources needed by the HR unit to meet its goals are made available.
- The main HR Department will setup a plan for a periodical/annual internal auditing process in order to determine the effectiveness of its performance and the branch's performance.
- The HR Director will be directly responsible for the HR unit's total performance before the Vice Chancellor for Financial and Administrative Affairs.
- The HR Department will issue its own coordination manual in which all policies and procedures related to coordinating work between university campuses are clearly stated.

### **13. Finance Department**

- The FD supervises its staff and procedures on all university campuses.
- The FD procedures on all campuses are controlled strictly by the same 'FD Policies and Procedures Manual'.
- Before commencing work, new Finance Department staff members at the branch campus will be given a training course designed by FD according to the needs of the finance unit at the branch.
- The electronic services and forms that are available on the FD webpage (through the University's website) are accessible to all staff on all campuses.
- Documents exchanged between the FD on the main campus and its unit at the branch campus may be done through:
  - Regular daily/periodically normal mail services.
  - E-mail.
  - Facsimile.
- The FD Director shall delegate some of his/her authorities to the finance staff at the branch campus. These authorities will be limited to a certain extent, beyond which the Director's signature will be required.
- Contracts of all academic or administrative staff members on all campuses will be dealt with centrally.
- The Finance Unit at the branch campus will estimate an annual budget and forward it to the main FD to include it in the master annual FD budget.
- At the beginning of each year, the FD Director should communicate to the Finance Unit at the branch campus its goals for the year, which should be achieved through a well-structured action plan.
- The head of the Finance Unit at the branch campus will prepare monthly/quarterly reports about its unit's performance, work progress, problems and suggested solutions.
- The FD Director will plan and make sure that all resources needed by the Finance Unit to meet its goals are made available.
- The main FD will set up a plan for a periodical/annual internal auditing process in order to determine the effectiveness of its performance and the branch's performance.
- The FD Director will be directly responsible for the Finance Unit's total performance before the Vice Chancellor for Financial and Administrative Affairs.

- The FD will issue its own coordination manual in which all policies and procedures related to coordinating work between university campuses are clearly stated.

#### **14. Business Services Department**

- The BSD Director supervises the BS staff and procedures on all university campuses.
- The BSD procedures on all campuses are controlled strictly by the same 'BSD Policies and Procedures Manual'.
- Before commencing work, new BSD staff members at the branch campus will be given a training course designed by the BSD according to the need of the BSD unit at the branch.
- The electronic services and forms that are available on the BSD webpage (through the University's website) are accessible to all staff on all campuses.
- Documents exchanged between the BSD on the main campus and its unit at the branch campus can be made through:
  - Regular daily/periodically normal mail.
  - E-mail.
  - Facsimile.
- The BSD Director shall delegate some of his/her authorities to the BSD staff at the branch campus. These authorities will be limited to a certain extent, beyond which the Director's signature will be required.
- The contracts of all academic or administrative staff members on all campuses will be dealt with centrally.
- The BSD unit at the branch campus will estimate an annual budget and forward it to the main BSD to include it in the master annual BSD budget.
- At the beginning of each year, the BSD Director should communicate to the BS unit at the branch campus its goals for the year, which should be achieved through a well-structured action plan.
- The head of the BS unit at the branch campus will prepare monthly/quarterly reports about its unit's performance, work progress, problems and suggested solutions.
- The BSD Director will plan and make sure that all resources needed by the BSD unit to meet its goals are made available.
- The main BSD will setup a plan for a periodical/annual internal auditing process in order to determine the effectiveness of its performance and the branch's performance.
- The BSD Director will be directly responsible for the BS unit's total performance before the Vice Chancellor for Financial and Administrative Affairs.
- The BSD will issue its own coordination manual in which all policies and procedures related to coordinating work between university campuses are clearly stated.

#### **15. Physical Plant Department**

- The PPD Director supervises the Physical Plant's staff and procedures on all university campuses.
- The PPD procedures on all campuses are controlled strictly by the same 'PPD Policies and Procedures Manual'.
- Before commencing work, new Physical Plant staff members at the branch campus will be given a training course designed by the PPD according to the needs of Physical Plant Unit at the branch.

- The electronic services and forms that are available on the PPD webpage (through the university website) are accessible to all staff on all campuses.
- Documents exchanged between the PPD on the main campus and its unit at the branch campus may be done through:
  - Regular daily/periodically normal mail services.
  - E-mail.
  - Facsimile.
- The PPD Director shall delegate some of his/her authorities to the physical plant staff at the branch campus. These authorities will be limited to a certain extent, beyond which the Director's signature will be required.
- The contracts of all academic or administrative staff members on all campuses will be dealt with centrally.
- The Physical Plant Unit at the branch campus will estimate an annual budget and forward it to the main PPD to include it in the master annual PPD budget.
- At the beginning of each year, the PPD Director should communicate to the Physical Plant Unit at the branch campus its goals for the year, which should be achieved through a well-structured action plan.
- The head of the Physical Plant Unit at the branch campus will prepare monthly/quarterly reports about its unit's performance, work progress, problems and suggested solutions.
- The PPD Director will plan and make sure that all resources needed by the Physical Plant Unit to meet its goals are made available.
- The main PPD will setup a plan for a periodical/annual internal auditing process in order to determine the effectiveness of its performance and the branch's performance.
- The PPD Director will be directly responsible for the Physical Plant Unit's total performance before the Vice Chancellor for Financial and Administrative Affairs.
- The PPD will issue its own coordination manual in which all policies and procedures related to coordinating the work between university campuses are clearly stated.

## **16. Transportation**

### **16.1 Services**

- On a daily basis, the University provides bus transportation to main points within Sharjah University City.
- Likewise, the University's branch in Khorfakkan provides bus transportation to principle areas in the eastern Emirates of Sharjah.
- Transportation operates according to a previously announced schedule. This is designed to accommodate students' needs during all working hours.
- Transportation on all campuses is free of charge.
- Separate buses are provided for male and female students.
- The University provides transportation for other purposes like training outside the University, traveling to or from the airport, clinical practice at hospitals, scientific excursions and social activities/events. All these services are provided through the main campus, as well as at the branch campus.

## **16.2 Staff**

- The drivers are appointed centrally by the management in the Transportation Department. They undergo a thorough CV screening, a road test, and an interview before being appointed.
- All drivers work under a transportation supervisor who reports to the campus Supervisor's Assistant for Financial and Administrative Affairs.
- The Transportation Supervisor will estimate the campus transportation needs and required budget and submit it to his/her manager on the main campus.
- The Transportation Manager/Coordinator on the main campus will include all campuses' needs, along with the required budget, in one master plan and submit it to his/her management.

## **16.3 Effectiveness**

- Drivers and transportation services will be evaluated through certain assessment tools for continuous improvement. The results of this assessment should be reported by the Transportation Supervisor at the branch campus to his/her manager.
- The Transportation Manager/Coordinator on the main campus will include all campuses assessment reports in one comprehensive report and submit it to his/her management, along with analysis and a plan for recovery and/or improvement.
- The Transportation Department will issue its own coordination manual in which all policies and procedures related to coordinating work between university campuses are clearly stated.

## **17. Security**

### **17.1 Services**

- The University provides various security services to maintain a safe and secure campus 24-hours per day, 7 days per week.
- Likewise, the University's branch in Khorfakkan provides these services but without dorm security as there are no student dorms there at this point.
- In coordination with security management the Deanship of Student Affairs will announce student related security regulations to which all students must abide.
- These security regulations will be implemented on all campuses.
- At main points inside the campus there will be a bulletin board upon which the security mobile number is posted. This mobile shall be switched on at times.
- All cars of faculty members, staff and students must have an identification sticker to allow them enter the campus.
- There will be female security staff available on the female campus and male security staff on the male campus.

### **17.2 Staff**

- The security staff is appointed centrally by the Security Department. They undergo a thorough CV screening and an interview before being appointed.
- All security working under a security officer/coordinator report to the campus Supervisor's Assistant for Financial and Administrative Affairs.
- The Security Officer will estimate the campus security needs and required budget and submit it to his/her manager on the main campus.
- The security manager/officer on the main campus will include all campuses needs, along with required budget, in one master plan and submit it to his/her management.

### **17.3 Effectiveness**

- The staff and security services will be evaluated through certain assessment tools for continuous improvement. The results of this assessment should be reported by the security officer at the branch campus to his/her manager.
- The security manager/officer on the main campus will include all campus assessment reports in one comprehensive report and submit it to his/her management, along with analysis and plan for recovery and/or improvement.
- The Security Department will issue its own coordination manual in which all policies and procedures related to coordinating work between university campuses are clearly stated.