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1. About the University of Sharjah

1.1 Introduction

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. The University of Sharjah was established with a great vision to enjoy essential qualities shared by renowned universities around the globe. Such qualities enable these institutions to progress forward much faster than others. The education and research programs they offer tend to be comprehensive and multi-disciplinary. They enjoy considerable infrastructure for learning and research and manage to attract renowned faculty with academic heft. They are decidedly international in their outlook and vision and in the composition of their student and faculty population. They attract talented students from different backgrounds and challenge them both inside and outside the classroom. Finally, they are independent both academically and financially, which means their decisions are guided by the integrity of best expertise and what is good for the advancement of learning, education and research.

The University of Sharjah has expanded in a relatively short span of time to include 14 colleges offering more than 110 diverse academic programs (majors) at the professional diploma, bachelor, master and PhD levels. There are currently about 16982 students enrolled at the university with academic instructions delivered by 691 faculty members having diverse international experience and renowned stature. The University has long-term cooperation agreements and strategic alliances with 40 leading academic institutions around the globe. These agreements ensure that the education our students receive meets the highest international standards.

The main campus of the University of Sharjah (UoS) lies in the heart of the University City in the Emirate of Sharjah, a few kilometers away from the shores of the strategic Arabian Gulf. The University's architecture lends full expression to its Islamic and Arabic heritage with splendid buildings and captivating landscape. The campus provides spacious, outstanding facilities that include multimedia study halls, advanced scientific and research laboratories, dedicated libraries rich with information resources, state-of-the-art IT infrastructure and computing labs, theatres, clubs, two major sports complexes, student centers with access to restaurants and variety of shops, and many other facilities. There are also separate residential areas for male and female students and the faculty.

UoS extends its educational reach across three campuses that cover all of the Sharjah regions, including Khorfakkan, Kalba and Al Dhaid, which are located on the coastline of the Arabian Sea. The University's emphasis on providing purposeful education and its relentless quest for excellence have earned it the respect and eminence among other universities in the region. Harboring a diverse cultural mix, extensive academic programs, and elegant campus setting are but a few of the remarkable characteristics of UOS.
The University’s Medical Complex includes the Colleges of Medicine, Dental Medicine, Pharmacy, Health Sciences, Medical Research Laboratories, University general hospital, and a Dental Hospital.

The University of Sharjah offers the largest number of accredited programs in the United Arab Emirates. The programs cover a wide range of academic and professional disciplines including literature, arts, humanities, social sciences, engineering, natural and life sciences, medical sciences and healthcare, law and Islamic studies, fine arts and design, communications and journalism and business administration. The University currently offers a total of 110 academic degree programs including 55 Bachelor degrees, 38 Master's degrees, 15 PhD degrees and two professional diploma degrees.

While rooted in Islamic and Arabic traditions, the University of Sharjah promotes an international outlook and respect for other individuals and cultures. UOS takes pride in being a major international center for learning, culture and education where east meets west and north meets south. We look at learning from international perspective, and our educational programs are linked through agreements with universities in Australia, Canada, Japan, the UK and USA. The University employs renowned faculty from around the world, and hosts a significant number of international students, it also sends its students to various international destinations on internship programs and accepts a large number of visiting international students. This unique mix of cultures and nationalities helps student expand their horizons and learn from the individual uniqueness of the diversified student body and faculty.

1.2 Vision

The University of Sharjah is an innovative world-class teaching, learning and research institution providing a distinctive, inspirational, creative and supportive environment.

1.3 Mission

The University of Sharjah is committed to providing a world-class educational experience that prepares lifelong learners and leaders with integrated knowledge and skills. We are passionate about building a collaborative and sustainable environment that cultivates twenty-first century skills and fosters pioneering research and scholarship. We seek to serve the current and future needs of our local community and beyond by offering innovative academic and professional programs.

1.4 Goals

The University goals are categorized as follows:

Student
1. Make the University of Sharjah campus more welcoming and supportive for all, focusing on the wellbeing of our students.
2. Enhance programs, services and facilities for people of determination.
3. Enhance student advisory and support for academic achievement.
4. Increase the employability of University of Sharjah students, while improving internship and cooperative opportunities.
5. Enhance facilities and services at our branches.
People
1. Recruit, develop, retain talented faculty and professional staff.
2. Empower faculty and professional staff through professional development.
3. Develop the Emiratization program.
4. Enhance employee wellbeing, safety and healthcare.
5. Develop an environment of service excellence.

Innovation
1. Build agile governance and operating model with the aim of establishing a robust and efficient operations platform on which to grow.
2. Unify and integrate IT systems to serve education, research and operation activities.
3. Establish a financially sustainable institution with diverse sources of income.
4. Efficiently manage resources to establish a sustainable financial base and examine the distribution of resources across programs, revising uneconomical academic programs.
5. Improve the University of Sharjah branding and internationalization. Develop an environmentally sustainable campus.
6. Develop an environmentally sustainable campus.

Research
1. Support research management and dissemination.
2. Support and reward researchers, while engaging students.
3. Establish sustainable dynamic priority research areas in service of the community.
4. Expand and equip state-of-the-art research facilities.

Industry and Community
1. Communicate more effectively with society to increase local, regional and international relations in a bid to foster research and innovation through greater collaboration.
2. Establish a philanthropy and endowment program.
3. Increase alumni involvement in fundraising and networking.
4. Provide professional development, continuing education and consultancy services for industries, the community and society.

Teaching and learning
1. Enhance our teaching and learning environment by incorporating leading edge technology.
2. Develop and support innovative teaching methodologies and course design and delivery.
3. Review, develop and accredit academic programs to meet the 21st century job market.
4. Strengthen the pedagogical knowledge and skills of faculty members.
1.5 Core Values

The University of Sharjah is united by six core values that underpin our daily actions as students, staff, faculty, administrators and alumni. They are as follows:

1. Integrity and Ethics: Ethical standards at the University of Sharjah are founded on ethical and civic responsibility in accordance with progressive Arab and Islamic ideals.

2. Dedication: Dedication to providing students with knowledge and support, so they are fully prepared to be the leaders of the future.

3. Inclusiveness: We welcome and value each other and embrace the diversity of ideas and people.

4. Excellence with limitless Drive: For quality enhancement and continuance improvement.

5. Accountability and Transparency: We pride ourselves on our responsibility and transparency in our actions, providing a fair and positive work environment.

6. Innovation and Creativity: We work without bounds to improve lives through creativity and innovation in the pursuit of academic excellence.

1.6 Campuses, Programs, and Degrees

The University of Sharjah has three main branches and two sub-branches at five cities within the Emirate of Sharjah. The main campus is located in Sharjah City and is divided into five sub-campuses: Men’s Campus, Women’s campus, Fine Arts Campus and Medical Colleges Campus, in addition to a central campus (M11) which holds the University Administration. The University has three other branches and campuses at Khorfakkan, Kalba and Al Dhaid. See university of Sharjah campuses figure below for more details on these campuses and branches. All branches and campuses are governed by the same governing bodies and the same by-laws and standards are applied.

The University’s main 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 of Sharjah Campuses and branches**

![Diagram of University of Sharjah Campuses and branches]

**University City**

![Diagram of University City]

- Higher Colleges of Technology
- UNESCO Education Res.
- Law Training Institute
- Police Academy
- American University of Sharjah
- UoS Medical Campus
- UoS Fine Arts & Design Campus
- University of Sharjah (UoS) (Main Campus)
- University of Sharjah
University of Sharjah
Main Campus

Women's Campus

- Women's' Dorms
- Sports Complex

Men's Campus

- Men's' Dorms

Central Laboratories

- Communication
- Student Services
- Engineering
- Medical
- Architecture
- Library
- Auditorium
- Pharmacy
- Health Sciences
- Dentistry
- Teaching Hospital
- Learning Resources
- Dental Hospital

Total Area is 1.4 Km²

Medical and Health Sciences campus
### University Colleges and Degree Programs (110 Programs):

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<thead>
<tr>
<th>College Name English/Arabic</th>
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<th>Program Name (Arabic)</th>
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<p>| <strong>College of Arts, Humanities and Social Sciences</strong> كلية الآداب والعلوم الإنسانية والاجتماعية | Doctor of Philosophy in History and Islamic Civilization | دكتوراه الفلسفة في التاريخ والحضارة الإسلامية | 9 |
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| | Master of Arts in History and Islamic Civilization | ماجستير الآداب في التاريخ والحضارة الإسلامية | 15 |
| | Master of Arts in Applied Sociology | ماجستير الآداب في علم الاجتماع التطبيقي | 16 |
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<tr>
<td></td>
<td>Electronic Journalism</td>
<td>الصحافة الإلكترونية</td>
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<td></td>
<td>Bachelor of Arts in Communication - Radio and Television</td>
<td>بكالوريوس الآداب في الإلزاعة والتقنية</td>
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<tr>
<td></td>
<td>Bachelor of Arts in Communication – Digital Media Design</td>
<td>بكالوريوس الآداب في التصميم الإعلامي الرقمي</td>
<td>78</td>
</tr>
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<td></td>
<td>Bachelor of Arts in Mass Communication</td>
<td>بكالوريوس الآداب في العلاقات الجماعية</td>
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</tr>
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<td></td>
<td>Bachelor of Arts in Public Relations</td>
<td>بكالوريوس الآداب في العلاقات العامة</td>
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<tr>
<td>College of Medicine</td>
<td>Doctor of Philosophy in Molecular Medicine and Translational Research</td>
<td>دكتوراه الفلسفة في الطب الجزيئي وتطبيقاته الإكلينيكية</td>
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<tr>
<td></td>
<td>Master of Science in Molecular Medicine and Translational Research</td>
<td>ماجستير في الطب الجزيئي وتطبيقاته الإكلينيكية</td>
<td>82</td>
</tr>
<tr>
<td></td>
<td>Master of Science in Leadership in Health Professions Education</td>
<td>ماجستير في القيادة في التعليم الطبي</td>
<td>83</td>
</tr>
<tr>
<td></td>
<td>Master of Science in Diabetes Management</td>
<td>ماجستير في إدارة مرض السكري</td>
<td>84</td>
</tr>
<tr>
<td></td>
<td>Postgraduate Diploma in Ultrasound Technology Applications</td>
<td>دبلوم الدراسات العليا في تطبيقات تكنولوجيا الأشعة فوق الصوتية</td>
<td>85</td>
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<tr>
<td></td>
<td>Bachelor of Medicine and Bachelor of Surgery (MBBS)</td>
<td>بكالوريوس في الطب والجراحة</td>
<td>86</td>
</tr>
<tr>
<td>College of Dental Medicine</td>
<td>Bachelor of Dental Surgery (BDS)</td>
<td>بكالوريوس في طب وجراحة الفم وأنساني</td>
<td>87</td>
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<tr>
<td></td>
<td>Master of Dental Surgery in Prosthodontics</td>
<td>ماجستير جراحة الأسنان في تعيينات الأسنان</td>
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<td>Master of Dental Surgery in Endodontics</td>
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<td>Master of Dental Surgery in Oral Surgery</td>
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<td>Master of Pharmaceutical Sciences</td>
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<td>Master of Science in Chemistry</td>
<td>ماجستير في الكيمياء</td>
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<td></td>
<td>Master of Science in Biotechnology</td>
<td>ماجستير في التقنيات الحيوية</td>
<td>97</td>
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<tr>
<td></td>
<td>Master of Science in Astronomy and Space Sciences</td>
<td>ماجستير في علوم الفضاء والفضاء</td>
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<td></td>
<td>Master of Science in Geographic Information Systems and Remote Sensing</td>
<td>ماجستير في نظم المعلومات الاستشعار عن بعد</td>
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<td>Bachelor of Science in Petroleum Geosciences and Remote Sensing</td>
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<td>Bachelor of Science in Applied Physics</td>
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<td>Program Name (English)</td>
<td>Program Name (Arabic)</td>
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<tr>
<td>College of Computing and informatics</td>
<td>Bachelor of Science in Chemistry</td>
<td>بكالوريوس العلوم في الكيمياء</td>
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<td>Bachelor of Science in Biotechnology</td>
<td>بكالوريوس العلوم في التقنيات الحيوية</td>
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<td></td>
<td>Master of Science in Computer Engineering</td>
<td>ماجستير العلوم في هندسة الحاسوب</td>
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<td>Master of Science in Computer Science</td>
<td>ماجستير العلوم في علم الحاسوب</td>
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<td></td>
<td>Bachelor of Science in Business Information Systems</td>
<td>بكالوريوس العلوم في نظم معلومات الأعمال</td>
<td>107</td>
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<tr>
<td></td>
<td>Bachelor of Science in Computer Engineering</td>
<td>بكالوريوس العلوم في هندسة الحاسوب</td>
<td>108</td>
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<td></td>
<td>Bachelor of Science in Computer Science</td>
<td>بكالوريوس العلوم في علم الحاسوب</td>
<td>109</td>
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<tr>
<td></td>
<td>Bachelor of Science in Information Technology - Multimedia</td>
<td>بكالوريوس العلوم في تقنية المعلومات - الوسائط المتعددة</td>
<td>110</td>
</tr>
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</table>
1.7 Accreditation

National Accreditation
The University is fully licensed and all its programs (currently 110 programs) are accredited by the Commission for Academic Accreditation (CAA) of the Ministry of Education in the United Arab Emirates

International accreditation:
The University aims to obtain accreditation and recognition for its programs from international accreditation and recognition.

ABET Accreditation
The following programs offered by the College of Engineering are accredited by the Accreditation Board for Engineering and Technology (ABET):
1. Bachelor of Science in Civil Engineering
2. Bachelor of Science in Electrical and Electronics Engineering
3. Bachelor of Science in Architectural Engineering
4. Bachelor of Science in Industrial Engineering and Engineering Management
5. Bachelor of Science in Sustainable and Renewable Energy Engineering
6. Bachelor of Science in Nuclear Engineering
7. Bachelor of Science in Mechanical Engineering

The following programs offered by the College of Science are also accredited by ABET:
1. Bachelor of Science in Mathematics
2. Bachelor of Science in Chemistry
3. Bachelor of Science in Biotechnology

The following programs offered by the College of Computing and Informatics are also accredited by ABET:
1. Bachelor of Science in Computer Engineering
2. Bachelor of Science in Computer Science
3. Bachelor of Science in Information Technology – Multimedia

AACSB Accreditation
The following programs offered by the College of Business Administration are accredited by the Association to Advance Collegiate Schools of Business (AACSB):
1. Master of Business Administration
2. Executive Masters of Business Administration
3. Bachelor of Science in Accounting
4. Bachelor of Science in Business Administration - Management
5. Bachelor of Science in Business Administration - Marketing
6. Bachelor of Science in Finance
7. Bachelor of Science in Public Administration
8. Bachelor of Science in Management Information Systems
ACEJMC Accreditation
The following programs offered by the College of Communication are accredited by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC):
1. Bachelor of Arts in Communication - Electronic Media
2. Bachelor of Arts in Communication - Graphic Design and Multimedia
3. Bachelor of Arts in Communication – Journalism
4. Bachelor of Arts in Mass Communication
5. Bachelor of Arts in Public Relations

2. University Administration

2.1 Organizational Chart
The University of Sharjah has approved a new organization chart in January 2018 that best reflects the administrative and academic structure of the institute. The organization chart is disseminated to the university constituencies and unified for the new edition of the University publications. The current organization chart is depicted in Figure 1.
<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Position on Board</th>
<th>Background</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>H.H Sheikh Dr. Sultan Bin Mohammed Al-Qassimi</td>
<td>Chairman</td>
<td>Member of UAE Supreme Council, Ruler of Sharjah, President of UoS</td>
</tr>
<tr>
<td>2</td>
<td>Dr. Obaid Al Muhairi</td>
<td>Member</td>
<td>Former Executive Dean of Arabic Language and UAE Studies, Higher Colleges of Technology BOT Academic Committee Chair</td>
</tr>
<tr>
<td>3</td>
<td>Mr. Mohammed Abdallah</td>
<td>Member</td>
<td>CEO, Sharjah Islamic Bank</td>
</tr>
<tr>
<td>4</td>
<td>Dr. Tariq bin Khadim</td>
<td>Member</td>
<td>Chairman of the Directorate of Human Resources – Government of Sharjah</td>
</tr>
<tr>
<td>5</td>
<td>Mr. Saeed Sultan Alsuwidi</td>
<td>Member</td>
<td>Chairman of the Sharjah Electricity and Water Authority</td>
</tr>
<tr>
<td>6</td>
<td>Mrs. Noura Al Noman</td>
<td>Member</td>
<td>Chairman of the Executive Office of H.H. Sheikha Jawaher Bint Mohammed Al Qasimi</td>
</tr>
<tr>
<td>7</td>
<td>Dr. Muhadditha Al Hashimi</td>
<td>Member</td>
<td>Chairperson of Sharjah Private School Authority</td>
</tr>
<tr>
<td>8</td>
<td>Dr. Mansour Bin Nassar</td>
<td>Member</td>
<td>The Legal Advisor and the Chairman of Sharjah Government Legal Department, Professor of Administrative and Constitutional Law at Sharjah Police Science Academy.</td>
</tr>
<tr>
<td>9</td>
<td>Prof. Jacques Frémont</td>
<td>Member</td>
<td>President and Vice Chancellor of University of Ottawa</td>
</tr>
<tr>
<td>10</td>
<td>Prof. Alexander Kuleshov</td>
<td>Member</td>
<td>President of Skolkovo Institute of Science and Technology, Moscow (Skoltech)</td>
</tr>
<tr>
<td>11</td>
<td>Prof. Guenter Meyer</td>
<td>Member</td>
<td>Professor at the University of Mainz, Germany. Director of the Centre for Research on the Arab World (CERAW) at the University of Mainz, Germany, Chairman of the German Middle East Studies Association (DAVO), President of the European Association for Middle East Studies (EURAMES) and Chairman of the International Advisory Council of the World Congress for Middle Eastern Studies (WOCMES)</td>
</tr>
<tr>
<td>12</td>
<td>Prof. Kamal Youcef-Toumi</td>
<td>Member</td>
<td>Professor of Electronics Engineering and Co-Director of the Center for Clean Water and Energy at the Massachusetts Institute of Technology (MIT), USA</td>
</tr>
<tr>
<td>13</td>
<td>Prof. Mohamed H. Sayegh, MD</td>
<td>Member</td>
<td>Vice President for Medical Affairs and Dean of the College of Medicine at the American University of Beirut (AUB), Lebanon</td>
</tr>
<tr>
<td>14</td>
<td>Prof. Abdallah I. Husein Malkawi</td>
<td>Member</td>
<td>Chancellor, Fahad Bin Sultan University, KSA</td>
</tr>
<tr>
<td>15</td>
<td>Prof. Martin Barstow</td>
<td>Member</td>
<td>Pro-Vice Chancellor, Head of the College of Science and Engineering, and Professor of Astrophysics and Space Science at the University of Leicester and President of the Royal Astronomical Society, UK</td>
</tr>
<tr>
<td>16</td>
<td>Dr. Khawla AlMulla</td>
<td>Member</td>
<td>Secretary-General of the Supreme Council for Family Affairs in Sharjah</td>
</tr>
<tr>
<td>17</td>
<td>Prof. Hamid M.K. Al Naimiy</td>
<td>Member</td>
<td>Chancellor of the University of Sharjah and President of the Arab Union for Astronomy and Space Sciences (AUASS)</td>
</tr>
</tbody>
</table>
2.2 Faculty Engagement

The engagement with faculty in the university processes take place at three critical levels:

1. The academic units are involved in the initial self-studies, the outcomes of which are collated for consideration at the institutional level prior to setting institutional priorities. This provides departments with an opportunity to influence institutional goal setting, highlight their achievements, and identify problematic areas.

2. The academic departments are asked to develop their own plans in support of institutional priorities. Departments have the flexibility to develop their own solutions to the challenges presented as appropriate to their context.

3. The academic department is engaged through the development of personal annual faculty plans, which are aligned to their department’s objectives. This increases relevance, ownership and maps some responsibility from the department to the individual. Samples of faculty annual plans and reports can be found in faculty portfolio.

Moreover, Faculty members have established their own “Faculty Affairs Committee” that looks after their affairs and represent them at different levels in the university. The committee takes feedback from faculty and delegates to the administration. The committee organizes regular meetings to engage faculty and the university administration in open discussion on all relevant matters. In addition, faculty members are represented in most committees and administrative structures of the university.

The following figure demonstrates the engagement of different members of the university community in the decision making process.
2.3 University Administration

The organization of the University of Sharjah is composed of the President, Board of Trustees, Chancellor, Vice Chancellors, Associate Vice Chancellors, Deans of Academic Units and Directors of Administrative Units.

The President and founder of the University is the highest authority in the institution and acts as the chair of the Board of Trustees. The Board consists of sixteen members and holds the power of legislation, approving policies and supervising University performance. With the exception of the Chancellor, no board members are involved in the day-to-day operations of the University.

The Chancellor is the chief executive officer of the University. The Chancellor is appointed by the Board of Trustees and is empowered to head all academic and administrative staff, implement policies and represent the University in national and international settings.

The Deans’ Council, which is chaired by the Chancellor and includes the Vice Chancellors and College Deans, is responsible for approving study curricula, study plans, academic calendar, faculty appointments, promotions, extra curricula activities, research and scholarship activities.

There are six Vice Chancellors and one Assistant Chancellor for Branches. The Vice Chancellor for Academic Affairs and The Vice Chancellor for Medical and Health Sciences Colleges are delegated academic responsibilities, while The Vice Chancellor for Financial and Administrative Affairs is delegated the non-academic responsibilities along with The Vice Chancellor for Community Affairs which is responsible for Alumni and community relations and the Vice Chancellor for Public Relations. In addition, the Chancellor appoints the Assistant Chancellor for Branches, Legal Advisor and Director of the Enrollment Management and Academic Guidance Unit.

Academically, the University is composed of thirteen colleges divided into two sectors. The first sector reports to the Vice Chancellor for Academic Affairs and includes College of Shari’a and Islamic Studies, College of Arts, Humanities and Social Sciences, College of Business Administration, College of Engineering, College of Law, College of Communication, College of Fine Arts and Design, College of Sciences, College of Computing and Informatics and the Center for Continuing Education and Professional Development. The second sector reports to the Vice Chancellor for Medical and Health Sciences Colleges and includes College of Medicine, College of Dentistry, College of Pharmacy, College of Health Sciences, Medical Education Unit, Medical Services Department, Clinical Training Center, Dental Hospital and Institute of Medical Research. In addition, the college of Graduate Studies reports to the Vice Chancellor for Research and Graduate Studies.

The University organization also includes four Deanships. The Deanship of Academic Support Services supervises the Admission, Registration, IT, Libraries and Laboratories services. The Deanship of Student Affairs supervises students’ activities in the male and female campuses and administers issues related to Career Advising, Sports Complex, Student Counseling and Student Dorms. The Deanship of Graduate Studies and Research overlooks the research and scholarship activities in the institute. The Deanship for Quality Assurance, Institutional Effectiveness and Accreditation supervises activities related to institutional research, institutional effectiveness, faculty development and academic accreditation.
2.4 Academic Departments

Arts, Humanities & Social Sciences
The College provides service courses in Arabic, English, Sociology, History and Education with more than 600 sections every year. In addition, the Department of Arabic Language and Literature, the Department of English Language and Literature, the Department of History and Islamic Civilization, the Department of Sociology and the Department of Education offer ten programs at the undergraduate and postgraduate levels.

1. Arabic Language and Literature Department
2. Foreign Languages Department
3. History and Islamic Civilization Department
4. Sociology Department
5. Education Department
6. International Relations Department

Business Administration
The college is a student-oriented community with organized advising sessions, approachable advisors and a student-friendly environment. Faculty advisors are ready to help you get started on your way. Internships and hands-on training opportunities are available with prestigious companies like Microsoft, Etisalat, and Etihad Airways to name a few.

1. Accounting Department
2. Finance and Economics Department
3. Management Department
4. Executive Master in Business Administration
5. Master of Business Administration (MBA)
6. Doctor of Business Administration (DBA)

Communication
The college provides students with a variety of skills such as how to design a news story, how to direct a TV program, how to orchestrate a public-relations campaign and most importantly how to understand media issues in their socio-economic and global contexts.

1. Mass Communication Department
2. Public Relations Department
3. Master in Communication program
4. Doctor of Philosophy in Communication

Dental Medicine
Dentistry is a unique specialty among the health sciences. On the one hand, it relieves unbearable pain, and on the other, it creates a beautiful smile that gives people higher self-esteem to help them excel, making dentistry a remarkable profession.

1. Oral & Craniofacial Health Sciences Department
2. Preventive and Restorative Dentistry Department
Engineering
The college offers multiple Engineering Programs of the highest level of quality as evidenced by the international ABET accreditation, which qualifies students to practice engineering anywhere in the world immediately after graduation. The college faculty members are internationally renowned professionals in their fields, and the labs feature state-of-the-art equipment for all disciplines.

1. Civil and Environmental Engineering Department
2. Electrical Engineering Department
3. Architectural Engineering Department
4. Industrial Engineering and Management Department
5. Sustainable and Renewable Energy Engineering Department
6. Mechanical and Nuclear Engineering Department
7. Doctor of Philosophy in Engineering Management
8. Chemical and Water Desalination Engineering Program

Fine Arts & Design
The college provides students with the essential and basic tools in art, such as drawing and painting, and guides them to develop their own creativity and to learn many techniques. Lectures in cultural studies and art history support students’ practice and enhance their vision.

textile Fine Graphic Interior
1. Fine Arts Department
2. Applied Design Department

Health Sciences
The College offers seven accredited undergraduate baccalaureate programs, namely: Medical Laboratory Sciences (MLS), Medical Diagnostic Imaging (MDI), Nursing (Nsg), Health Services Administration (HSA), Physiotherapy (PT), Environmental Health (EH) and Clinical Nutrition and Dietetics (CN&D).

1. Medical Laboratory Sciences Department
2. Medical Diagnostic Imaging Department
3. Nursing Department
4. Health Services Administration Department
5. Physiotherapy Department
6. Environmental Health Sciences Department
7. Clinical Nutrition and Dietetics Department

Law
The College of Law has attained the trust of students and parents in the UAE and outside as a result of the academic services the College offers. The College has witnessed an increasing number of students, half of whom are UAE nationals while the other half come from neighboring GCC countries and/or are residents on the UAE.

1. Public Law Department
2. Private Law Department
3. Master in Air and Space Law Program
Medical Science
The college Bachelor’s program in Medicine and Surgery is a six-year program including one year of Foundation “Pre-med”. The medical curriculum is designed to deliver a course that meets the educational needs of medical students preparing to practice medicine in the 21st century.
1. Basic Medical Sciences Department
2. Department of Clinical Sciences
3. Family & Community Medicine and Behavioral Sciences Department

Pharmacy
The Study Plan for the Bachelor Degree in Pharmacy indicates the number of credit hours for each academic course in addition to the general requirements for graduation.
1. Department of Pharmaceutics and Pharmaceutical Technology
2. Department of Pharmacy Practice and Pharmacotherapeutics
3. Department of Medicinal Chemistry

Sciences
The College is well known for conducting international scientific activities such as conferences and workshops. Every year the college team up with renowned institutions and organizations including NASA, IAEA, and the University of Stanford to name a few and hold international conferences, training workshops and short educational courses.
1. Chemistry Department
2. Applied Physics and Astronomy Department
3. Mathematics Department
4. Applied Biology Department

Sharia & Islamic Studies
The college mission is to prepare a new generation that is proud of its religion and has a well-rounded understanding of Islamic teachings, a generation that is equipped with the expertise to cultivate Islamic values within society.
1. Jurisprudence and its Foundations Department
2. Foundations of Religion Department

Computing and Informatics
The college mission is to offer emerging and state of the art programs at the University of Sharjah to serve the UAE national agenda, which stress on cybersecurity, artificial intelligence, smart cities and systems, machine learning, computing and IT applications in all areas of national, social and scientific development, including the knowledge economy, health care, the environment and many other areas.
1. Information Systems.
2. Computer Engineering.
Graduate Studies

The College of Graduate Studies and Research aims to achieve the following goals:

1. Promote and publish academic research to enrich human knowledge in all areas by connecting graduate studies to specialized research
2. Train specialized scientists and professionals in the various theoretical and applied fields of knowledge required to implement the comprehensive plans for development in the United Arab Emirates
3. Enhance our scientific capabilities and promote innovation to keep pace with rapid scientific and technical progress
4. Enable outstanding students to continue their graduate studies locally
5. Endeavor to improve undergraduate programs to serve as a strong foundation for graduate studies

The College of Graduate Studies is responsible for:

1. Accepting students on graduate-studies programs and following up on their administrative affairs until they graduate
2. Arranging academic supervision for students' master's theses and Ph.D. dissertations
3. offering teaching assistant scholarships to distinguished students
4. Developing existing and new programs
5. Recommending the implementation of any necessary regulations that guide the organization and development of graduate studies courses

2.5 Department Chair

Appointment

- The Chancellor will appoint one of the staff members holding the rank of professor as chairperson upon the recommendation of the Dean for three renewable years normally and for one time only. The Chancellor may also appoint a staff member of a lesser rank as acting chairperson.

Responsibilities

The responsibilities of the department chair are as follows:

- Ensure that teaching, research and academic activities are carried out professionally and in accordance with the university bylaws and policies and procedures.
- Develop the department strategic and operation plans in coordination with the other college and university entities.
- Follow up accomplishment of the strategic performance indicators.
- Prepare the department budget and submit it the college dean.
- Submit to the college dean 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.
- Suggest conditions and specifications required for vacant posts at the department, along with defining qualifications and experiences for each post.
- Supervise faculty and staff recruitment in his/her department according to the faculty and staff recruitment process implemented in the University and in coordination with department faculty members.
- Evaluate department staff and faculty members, taking into account their performance according to the evaluation criteria and systems implemented at the University.
- Distribute students amongst academic advisors and follow up the progress of their study plans.
- Propose the distribution of courses to be taught among staff members and submitting the same to the Departmental Council.
- Supervise implementation of faculty and staff development programs.
- Coordinate and supervise all assessment activities in the department, including:
  - Supervise and follow up all the assessment work done in his/her department.
  - Evaluate the faculty members with regards to their role in the assessment process.
  - Supervise completion of all data required and include them in the department annual report.
  - Ensure completion of faculty, course and program e-files according to accreditation standards and university criteria.
  - Supervise implementation of recommendations for course and program improvement that result from the learning outcome assessment process.
  - Assign assessment implementation tasks to faculty members and follow up their performance.
  - Maintain records for the activities of the department, records of university documents relating to the department and supervision of their use in accordance with university policies and procedures.
  - Supervise the selection of course textbooks and references.

2.6 Department Council

Each academic department will constitute an autonomous academic entity and will supervise the teaching of courses within its specialization. Each department will have a council comprising all the academic staff members. The Departmental 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 Deans Council and the College Council and within the provisions of the law, the by-laws and regulations decisions issued in accordance therewith.
The Departmental Council has the following powers and undertakes the following responsibilities:

a. Submission of proposals to the Council regarding study plans in the Department;

b. Coordination of curricula in the Department, course textbook and reference selection and facilitating their access to the students and organizing the exams as per the university by-laws.

c. Promoting academic research and coordinating it in the Department, including community service;

d. Proffering opinions on matters relating 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;

e. Distribution of courses amongst instructors in the department;

f. Organization of academic advising in the department and provision of guidance and pastoral care to students;

g. Recommendation to the Council of lists of graduates;

h. Proffering opinions on matters referred to it;

i. Review the plan to evaluate the learning outcomes of the department, discuss and approve it, follow up on the plan to review it, amend it, and update it to take appropriate measures to develop the educational process in the department in accordance with learning outcome results;

j. Review, study and prepare program files presented for academic accreditation and complete them with the required documents.

### 3. Academic Calendar

**Fall Semester 2021/2022**

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun</td>
<td>20 Jun</td>
<td>10 Dhi Al-Qida Beginning of regular admission in Fall 2021/2022 for bachelor programs</td>
</tr>
<tr>
<td>Sun</td>
<td>20 Jun</td>
<td>10 Dhi Al-Qida Leave Academic Staff</td>
</tr>
<tr>
<td>Fri</td>
<td>16 Jul</td>
<td>06 Dhi Al-Hijja The last day of regular admission for Colleges of Medicine and Dental Medicine.</td>
</tr>
<tr>
<td>Sun-Thu</td>
<td>18-22 Jul</td>
<td>08-12 Dhi Al-Hijja Arafah + Eid Aladha</td>
</tr>
<tr>
<td>Day</td>
<td>Date</td>
<td>Muharam</td>
</tr>
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</tr>
<tr>
<td>Mon</td>
<td>09 Aug</td>
<td>01 Muharam</td>
</tr>
<tr>
<td>Thu</td>
<td>19 Aug</td>
<td>11 Muharam</td>
</tr>
<tr>
<td>Sun</td>
<td>22 Aug</td>
<td>14 Muharam</td>
</tr>
<tr>
<td>Sun - Thu</td>
<td>22-26 Aug</td>
<td>14-18 Muharam</td>
</tr>
<tr>
<td>Thu</td>
<td>26 Aug</td>
<td>18 Muharam</td>
</tr>
<tr>
<td>Sun</td>
<td>29 Aug</td>
<td>21 Muharam</td>
</tr>
<tr>
<td>Wed</td>
<td>01 Sept</td>
<td>24 Muharam</td>
</tr>
<tr>
<td>Thu</td>
<td>02 Sept</td>
<td>25 Muharam</td>
</tr>
<tr>
<td>Tue</td>
<td>14 Sept</td>
<td>07 Safar</td>
</tr>
<tr>
<td>Thu</td>
<td>23 Sept</td>
<td>16 Safar</td>
</tr>
<tr>
<td>Sun - Wed</td>
<td>17-27 Oct</td>
<td>11-21 Rabi I</td>
</tr>
<tr>
<td>Thu</td>
<td>04 Nov</td>
<td>29 Rabi I</td>
</tr>
<tr>
<td>Wed</td>
<td>01 Dec</td>
<td>26 Rabi II</td>
</tr>
<tr>
<td>Thu - Fri</td>
<td>02-03 Dec</td>
<td>27-28 Rabi II</td>
</tr>
<tr>
<td>Thu</td>
<td>09 Dec</td>
<td>05 Jumada I</td>
</tr>
<tr>
<td>Sat - Tue</td>
<td>11-21 Dec</td>
<td>07-17 Jumada I</td>
</tr>
<tr>
<td>Sun</td>
<td>26 Dec</td>
<td>22 Jumada I</td>
</tr>
<tr>
<td>Sat</td>
<td>01 Jan 2022</td>
<td>28 Jumada I</td>
</tr>
<tr>
<td>Mon - Thu</td>
<td>10 - 13 Jan</td>
<td>07 – 10 Jumada II</td>
</tr>
</tbody>
</table>
## Spring Semester 2021/2022

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun - Thu</td>
<td>05 Dec – 06 Jan</td>
<td>01 Jumada I – 03 Jumada II Regular admission in spring 2021/2022 for bachelor programs</td>
</tr>
<tr>
<td>Sun</td>
<td>09 Jan</td>
<td>06 Jumada II Return of Academic Staff</td>
</tr>
<tr>
<td>Sun - Thu</td>
<td>09-13 Jan</td>
<td>06- 10 Jumada II TOEFL exam for new students + Math &amp; Physics placement tests + Late registration</td>
</tr>
<tr>
<td>Sun</td>
<td>09 Jan</td>
<td>06 Jumada II Classes begin</td>
</tr>
<tr>
<td>Wed</td>
<td>12 Jan</td>
<td>09 Jumada II Last day for Incomplete Exam (Undergraduates)</td>
</tr>
<tr>
<td>Thu</td>
<td>13 Jan</td>
<td>10 Jumada II Last day for Add/Drop</td>
</tr>
<tr>
<td>Thu</td>
<td>13 Jan</td>
<td>10 Jumada II Last date for new students to postpone their admission</td>
</tr>
<tr>
<td>Thu</td>
<td>03 Feb</td>
<td>02 Rajab Last day for withdrawal from semester(Undergraduates)</td>
</tr>
<tr>
<td>Sun - Wed</td>
<td>06-16 Mar</td>
<td>03 – 13 Shaban Midterm Exam</td>
</tr>
<tr>
<td>Thu</td>
<td>24 Mar</td>
<td>21 Shaban Last day for dropping courses without 'F'</td>
</tr>
<tr>
<td>Sun - Thu</td>
<td>27 Mar - 07 Apr</td>
<td>24 Shaban – 06 Ramadan Spring break</td>
</tr>
<tr>
<td>Sun</td>
<td>03 Apr</td>
<td>02 Ramadan Beginning of early admission in Fall 2022/2023 for bachelor programs</td>
</tr>
<tr>
<td>Fri</td>
<td>22 Apr</td>
<td>21 Ramadan The last day of Early Admission in Fall 2022/2023 for Bachelor programs</td>
</tr>
<tr>
<td>Thu</td>
<td>28 Apr</td>
<td>27 Ramadan Classes end</td>
</tr>
<tr>
<td>Sun - Thu</td>
<td>01 – 05 May</td>
<td>01 – 05 Shawal Eid AlFitr Holidays</td>
</tr>
<tr>
<td>Sat - Tue</td>
<td>07 - 17 May</td>
<td>06 – 16 Shawal Final exams</td>
</tr>
<tr>
<td>Sun - Thu</td>
<td>05 – 09 Jun</td>
<td>06 – 10 Dhi Al-Qida Graduation ceremony</td>
</tr>
<tr>
<td>Sun</td>
<td>19 Jun</td>
<td>20 Dhi Al-Qida Academic Staff Leave</td>
</tr>
</tbody>
</table>
### Summer Semester 2021/2022

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun</td>
<td>05 Jun</td>
<td>06 Dhi Al-Qida</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Summer session begins</td>
</tr>
<tr>
<td>Mon</td>
<td>06 Jun</td>
<td>07 Dhi Al-Qida</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day for Add/Drop</td>
</tr>
<tr>
<td>Sun</td>
<td>19 Jun</td>
<td>20 Dhi Al-Qida</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Summer vacation starts for academic staff</td>
</tr>
<tr>
<td>Wed</td>
<td>29 Jun</td>
<td>30 Dhi Al-Qida</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day for dropping courses without grade 'F'</td>
</tr>
<tr>
<td>Fri - Mon</td>
<td>08 - 11 July</td>
<td>09 – 12 Dhi Al-Hijja</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Eid Al-Adha Holidays</td>
</tr>
<tr>
<td>Tue</td>
<td>12 July</td>
<td>13 Dhi Al-Hijja</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Summer classes end</td>
</tr>
<tr>
<td>Wed - Mon</td>
<td>13 - 18 July</td>
<td>14 – 19 Dhi Al-Hijja</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Final exams</td>
</tr>
<tr>
<td>Sat</td>
<td>30 July</td>
<td>1 Muharam 1444</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Alhijiri New year</td>
</tr>
<tr>
<td>Sun</td>
<td>21 Aug</td>
<td>23 Muharam 1444</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Return of academic staff</td>
</tr>
</tbody>
</table>

* Holidays and graduation ceremony dates are subject to change.

### 4. Employment

#### 4.1 Recruitment and Selection of Faculty

As an institution dedicated to teaching, research, and community service, the University of Sharjah strives to provide its faculty and staff members with the most rewarding and fulfilling employment experience possible in order to allow all employees to work and achieve to the full extent of their capabilities. Equal employment opportunities and fair treatment are principles embodied in the UAE’s national laws and set out in the heart of the University’s policies and regulations. The University will recruit, hire, train, promote, and compensate employees in all job classifications solely on the basis of qualifications and productivity. No employee or prospective employee will be discriminated against because of race, color, religion, national origin, gender, age, or disability. The University has clear and published policies regarding ethical code of conduct and conflict of interest, ensuring a working culture of integrity, mutual respect, and transparency.

The Human Resources Department applies up-to-date recruitment methods, applying both technical and scientific analysis in reviewing and evaluating applicants. This comprehensive and dynamic recruitment system ensures hiring the most qualified and skilled employees possible...
to help fulfill the University’s mission of providing academic services of the highest quality. Moreover, the Human Resources Department maintains a record for each full-time faculty, part-time faculty, and professional staff member, including attested academic transcripts of academic preparation, the signed contract, and all documents required by the Ministry of Labor and Social Affairs in the U.A.E. This file contains all the pertinent information such as the educational achievement, academic rank & salary. Moreover, the institution demonstrates that faculty members are competent in the language of instruction. All files and records are kept in safe cabinets at the Human Resources Department and access is limited to authorized personnel.

As per a new ministerial decision, all faculty members in UAE’s institutes of higher educations are required to obtain the following from the UAE Ministry of Education:
- authentication of academic degrees/certificates issued in the UAE
- equivalency of certificates/degrees issued outside the UAE

More information on this can be obtained from the Human Resources Department or directly from the UAE Ministry of Education’s web site.

**Conditions and Qualifications of Faculty Member**

Faculty members shall be appointed to one of the following tracks:

a. **Teaching and Research Track**: In this case, the faculty member shall be evaluated on their teaching and research performance and the requirements of such tasks as well as on University and community service in accordance with these by-laws and its regulations for this track.

b. **Teaching Track**: In this case, the faculty member shall be evaluated in accordance with the approved regulations for this track at the University.

1. 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:
   a. 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.
   b. Be physically fit in accordance with a recommendation from a Medical Committee approved by the University.

2. 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:
   a. Hold a Master’s degree or its equivalent from a university recognized by the Ministry of Higher Education in the UAE.
   b. 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:
   - Candidates should have a terminal degree in related specializations.
- 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.
- A candidate should present documents and certificates to prove that they have made original contributions in the field of art that meet accredited standards.
- 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:
1. Spent at least ten years teaching in a recognized university since obtaining his Ph.D. or an equivalent qualification.
2. Occupied the rank of Associate Professor for at least five years in a recognized university inside or outside the country.
3. Conducted and published, at the rank of Associate Professor, creative and original research in his field of specialization in refereed journals.
4. Carried out academic, educational or research activities of high quality that qualifies him to occupy the rank of Professor. In appointing a person as a Professor, the supervision of master’s and Ph.D. Thesis will be taken into account.

To hold a position of an Associate Professor, a candidate must:
1. 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.
2. Have normally conducted original research or carried out creative work in his field of specialization.
3. 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:
1. 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:
1. Hold a Master’s degree or equivalent from a recognized university.
2. 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:
1. Spent at least fifteen years teaching at a recognized university after having obtained a Ph.D. degree or an equivalent qualification.
2. Conducted original and creative research of high quality in his/her field of specialization.
3. 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:

1. Spent at least eight years teaching at a recognized university since having obtained a Ph.D. degree or an equivalent qualification.
2. Conducted and published original research after having obtained a Ph. D. degree or an equivalent qualification.
3. Carried out outstanding academic activities in his/her field of specialization.
4. 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 (Hiring Visiting Professor and Part time Lecturers):

1. 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.
2. 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.
3. 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.
4. 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.

To hold a position of an Adjunct Clinical Assistant Professor, a candidate must have the following qualifications:

1. Highest professional postgraduate degree and professional recognition from professional medical bodies such as the Royal Colleges of the UK, Ireland, Canada, Australia, and New Zealand (e.g. MRCP, FRCS, MRC, Psych, FFARCS, MRCOG, FRCR), or
2. Terminal medical degree and certification by a US Medical Board, or
3. Terminal medical degree and certification by the Arab Board of Medical Specialization, or
4. Other terminal qualifications recognized by the institution as equivalent to the PhD in Basic Sciences, which allow the holder to be appointed as a Consultant in the Ministry of Health or other recognized health care organizations.

4.2 Faculty Records
The institution maintains a record for each full-time faculty, part-time faculty, and professional staff member, including attested academic transcripts of academic preparation, the signed contract, and all documents required by the Ministry of Labor and Social Affairs in the U.A.E. The Human Resources Department maintains a file for each faculty member. This file contains all the pertinent information such as the educational achievement, academic rank and salary. Moreover, the institution demonstrates that faculty members are competent in the language of instruction.

Authorized access to faculty and staff files
All files and records are kept in safe cabinets at the Human Resources Department and access is limited to authorized personnel. Individually identifiable personal information contained in computerized data bases, whether maintained centrally or by colleges, departments or other units, is afforded the same confidential treatment that applies to written records. The following circumstances identify persons or cases to access personal faculty and staff files:
- Persons designated by the Chancellor.
- Both active and retired members of the faculty and staff have the right of access to their records when given permission by the Chancellor.
- Legal representatives of deceased faculty and staff members shall have the right of access for five (5) years after the death of the individual.
- Personnel records may be disclosed to University officials, and authorized individuals performing work for the University who require the information for the performance of their duties.
- The University may release personnel records in response to a lawful subpoena, warrant, or court order, including disclosure to a government agency.
- The University may disclose information contained in records to protect its legal interest when it believes the actions of an individual violate or have violated his/her conditions of employment or threaten injury to people or property.
- Information may be disclosed if, in the judgment of the designated custodian of HR Records, such disclosure is necessary to protect the health, safety or property of any person.

4.3 Faculty Orientation
The university organizes an orientation program for new faculty members to ensure they are effectively engaged in the university system. Upon the arrival of a new faculty, the Human
Resources department provides orientation regarding the administrative procedures, faculty residence and legal issues. The following activities are included in the orientation program for new faculty members:

1. **University Orientation**: organized by the Chancellor and Vice Chancellors to orient faculty about the University vision, mission, organization, governance, higher policies and strategic plan
2. **Administrative Orientation**: organized by various administrative directors regarding university facilities and services
3. **Institutional Effectiveness Orientation**: organized by the Deanship of Institutional Effectiveness regarding outcome based learning, teaching and learning methodologies and assessment.
4. **College and Department Orientation**: An orientation organized by the Dean and Chairpersons regarding
5. **Research Orientation**: organized by the College of Graduate Studies and Research regarding research procedures, regulations and funding venues.

### 4.4 Contracts

The employment contract or letter of offer establishes the terms and conditions applicable to the appointment. The contract or offer terms comply with the Human Resources policies for the category and type of appointment.

Full-time faculty contracts will contain terms of employment with the University. The terms of contracts are as follows:

**Professorial Ranks** (Full-time faculty members)

1. The first contract term of a faculty member shall be for two years, the first year of which shall be probationary. The University may terminate the contract prior to the end of the first year without providing any reasons. In such a case, faculty members shall be entitled to a compensation equal to their total salary of six months, or the total of their salary for the remaining period of the first year of their contract, whichever is less.
2. Faculty members holding the rank of assistant professor or higher shall be evaluated at the end of the first year of their contract in accordance with the track for which they were appointed. Faculty members shall be informed of the University’s decision six months prior to the end of their contract term. The decision shall be either non-renewal or renewal of contract for one or two years in the teaching track or for one to three years’ maximum in the teaching and research track.
3. Faculty members holding the rank of assistant professor or higher shall be evaluated for subsequent contract periods at the department, college and Central Hiring Committee levels during the first month of their final contract year. They shall be fully evaluated on what they have accomplished during their work at the University in the areas of teaching, research and university and community service. The faculty member shall be
informed of the University’s decision six months prior to the end of the contract term. The decision will be either nonrenewal or renewal of contract for a maximum of four years.

Non-faculty

Non-Faculty members at the University refer to:

1. Academic staff members.
2. Researchers.
3. Lecturers.
4. Teaching Assistants, Research Assistants and Clinical Assistants.
5. Language Instructors.

1. Determining non-faculty member hiring needs, nomination and the appointment of candidates shall be subject to the provisions set forth in this decision.
2. The first contract term for non-faculty members shall be two years. The first year is considered a probationary period, during which the University may end the contract without providing a reason. In this case, the non-faculty member shall be entitled to the total sum of six months’ salary or his/her remaining salary until the end of the year.
3. Non-faculty members shall be evaluated at the end of the first year of the contract in the areas of teaching and university and community service at the levels of the department/center, college and the Committee for the Selection of Non-Faculty Members at the University. Concerned non-faculty members shall be notified of the University decision six months prior to the end of their contract. The decision will be either nonrenewal or renewal of contract for a maximum period of two years.
4. The contract of a non-faculty member may be terminated for any of the reasons stated in item (1) of Article (31) in UoS By-laws.
5. The service of a non-faculty member shall end when s/he reaches (60) years of age. By decision of the Chancellor, his/her service may be extended for one year or more until the age of (65).

Visiting Faculty

1. When the need arises, the Chancellor may decide to invite visiting professors from among scholars, intellectuals, experts in various specializations or from among current or former faculty members at Arab or foreign universities. They may be invited, on a temporary basis, to teach courses offered by the University, deliver public lectures, or participate in research and discussion seminars in accordance with the regulations and provisions issued in a decision by the Chancellor. The decision to invite visiting professors/lecturers shall include the duration of and reason for the visit and the remuneration and allowances due to the visiting professor in accordance with the University bylaws.
2. When the need arises, the Chancellor may appoint visiting academics for one semester or for an entire year. Their salaries and benefits shall be determined according to the criteria set by the Chancellor and in accordance with the University bylaws.
3. When the need arises, the concerned vice chancellor may appoint adjunct faculty members who shall be contracted as professors, associate professors, assistant professors, lecturers, or instructors, according to their qualifications. They shall be paid on an hourly teaching basis in accordance with criteria set by the Chancellor and the University bylaws.

4. All visiting academic appointments at the rank of professor shall be within the approved faculty budget for each department.

**Adjunct/Part time Faculty**
Appointed to teach one or two courses with a maximum of six credit hours. The appointment might be renewed based on the needs.

5. **Faculty Rights and Responsibilities**

5.1 **Salary and Benefits**

5.1.1. **Basic salary**
- The basic salary is determined according to the rank and specialization according the salary scale implemented in the University as follows:

<table>
<thead>
<tr>
<th>Academic Rank</th>
<th>Basic Monthly Salary</th>
<th>Annual indemnity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>30,062 - 38,360</td>
<td>550</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>25,318 - 32,926</td>
<td>500</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>20,142 - 27,174</td>
<td>450</td>
</tr>
<tr>
<td>Lecturer</td>
<td>14,242 - 19,022</td>
<td>400</td>
</tr>
<tr>
<td>Instructor</td>
<td>18,744</td>
<td>400</td>
</tr>
</tbody>
</table>

- Each rank will be paid an end of service salary equal to one-month salary at the end of each year.
- Faculty practicing clinical activities will get a clinical allowance of 20 to 40% of the basic salary.

5.1.2. **Benefits**

Each faculty member is entitled to the following benefits:
- Annual return air ticket to his/her country for faculty, spouse and three dependent children according to the university regulations.
- Suitable free housing with electricity and water in the UoS housing compounds. When a suitable accommodation is not available, a faculty member shall be entitled to a housing allowance according to the university regulations.
- Furniture allowance of 30,000 Dirhams paid once and utilized over four years.
- Health insurance for faculty, spouse and three dependent children under 18 years old
- Shipment allowance at the beginning and end of contract according to the university regulations.
- Annual children education, inclusive of textbook fees, in the maximum amount of 25,000 Dirhams per child and a maximum amount of 75,000 Dirhams for all children who qualify from KG1 until the end of their secondary education.
- Two scholarships, covering tuition fees only, for two children studying concurrently at the University of Sharjah to complete a bachelor’s degree.

**Vacation Leave**

Vacation days are paid days off and are provided to faculty as per the Faculty and Staff Pay Grade and Benefits Chart. For faculty members, the vacation days are summer vacation, religious and national holidays and any other vacations that might be specified in the academic calendar. During the period of mid-semester and final exams, the faculty members involved in the exam process are expected to run exams even during regular holidays.

**Sick Leave**

Employees are entitled to sick leave with full pay for up to 15 working days and with half pay for up to an additional 15 working days per contract year for personal illness or attendance upon an ill immediate family member, either in or out of the UAE. If all sick leave days have been used, the employee may use annual vacation leave. Under special circumstances, an employee may be granted up to an additional 30 days of sick leave without pay. If, however, an employee does not recover, his/her employment may be terminated due to unfitness for duty.

**Maternity Leave**

Female faculty members employed on a full-time basis are entitled to maternity leave for a period of sixty calendar days with full pay. Additional maternity leave without pay, to a maximum of thirty days, may be approved by the Provost. Maternity leave will normally apply from the date of delivery. Should the faculty need to take sick leave prior to delivery, a doctor’s certificate must be presented.

**Unpaid Special Leave**

Unpaid leave may be granted to an employee upon approval of appropriate University authorities for a period not to exceed thirty days. Granting of unpaid leave will be considered in the event the employee does not have unused vacation leave. Unpaid leave will be deducted from the next month’s salary. For leaves in excess of thirty days, the employee will not be eligible to accrue vacation leave for this period.

**Hajj Leave**

The University may provide paid leave for up to twenty calendar days to Muslim faculty who are attending their very first Hajj.

**Duplication of Benefits**

Duplication of benefits may occur when a UAE University employee receives benefits and his or her spouse also receives benefits from another UAE government or partly owned UAE government entity.
The UOS employee must inform the University when his/her spouse works for a UAE government entity or one of its agencies. If duplication of benefits is determined, the University will:
- If both spouses are employed by the University, grant the benefits to the spouse earning the higher salary.
- If one spouse works for another government office or agency, restrict University benefits to those that the spouse does not receive from the other government or its agency.

**Death or Disability of an Employee or Death of an Immediate Family Member**

Salary and End-of-Service Benefits: In the event of the death of an employee, the dependent family members, or legal beneficiaries of the employee as specified in the employment contract, receive the salary for the month during which death occurred, a payment equivalent to three additional months’ salary, and the end-of-service benefits. In addition, the university will cover expenses of preparing the dead bod and its transportation to the faculty country and return of faculty and belongings.

**5.2 Compensation for administrative positions**

- The dean will get a monthly compensation of DH 10,000, in addition to reduction in the teaching load of six credit hours
- The chairperson will get a monthly compensation of DH 4,000, in addition to reduction in the teaching load of three credit hours
- The director of a unit will get a monthly compensation of DH 2,000 to 3,000, in addition to reduction in the teaching load of three to six credit hours
- The coordinator will get a monthly compensation of DH 2,000, in addition to reduction in the teaching load of three credit hours

**5.3 Academic Freedom**

Academic freedom is the right of members of the academic community freely to study, discuss, investigate, teach, conduct research, and interact with the community as appropriate to their respective roles and responsibilities. The principle mission of the University of Sharjah is to provide an educational experience of the highest quality and to add to human knowledge through discovery and scientific research in full cooperation and collaboration with leading academic and research institutions around the globe. Therefore, the University recognizes that academic freedom of expression is essential for this purpose and believes that all members of the University community should cooperate to that end, each according to his or her qualifications, in a culture of mutual respect. At the same time, the University of Sharjah takes pride in preserving, fostering, and promoting the Arab and Islamic culture, and expects all faculty members, administrative staff, and students to adhere to those cultural values and demonstrate high levels of social responsibility.

The following statement is intended to provide guidelines to faculty members of the University with respect to academic freedom and respect:
1. The main responsibility of a faculty member is to use the freedom of his or her academic position in an honest and sincere effort to find out and communicate the knowledge that lies in the area of his or her discipline.

2. A faculty member is encouraged to practice full freedom in research and in publication of the results as long as his scholarly work does not conflict with his other assigned duties nor with the University’s by-Laws for scientific research and conflict of interest policies.

3. High levels of personal integrity and professional competence should be practiced by all faculty members in teaching, research, and community service activities.

4. A faculty member is encouraged to practice freedom in the classroom in discussing the subject. However, faculty member should use care in expressing personal views in the classroom and should be careful not to introduce controversial matters that have no relation to the subject taught. Class discussions should maintain appropriate levels of sensitivity and respect for the Islamic and Arab culture and traditions proudly adopted by the University of Sharjah.

5. A faculty member should recognize that academic freedom is a common right shared by all members of the University community. Mutual respect, confidence in other colleagues, and professionalism should always be fostered in the University community.

6. When a faculty member speaks outside the classroom or writes for publication, he or she should be free to express his or her opinions as long as his activities do not conflict with the University laws and general provisions. Faculty activities outside the University should be coordinated with the University’s administration and the member involved should make clear whether he or she speaks for himself or herself or for the University.

As an active player in the University’s pursue of academic excellence, the University administration is committed to recruiting, retaining and promoting faculty members by processes which are both thorough and fair. Members of the academic staff are appointed by a decision from the President upon the recommendations of the Department and College councils and the approval of the Dean’s council. The University administration should protect, defend, and promote a climate favorable to freedom of teaching and research and reward outstanding faculty members. All administrative units are expected to develop appropriate policies and procedures necessary to implement the University’s general goals and directions. Therefore, it is the responsibility of administrators to protect and assure these rights within the governing framework of the institution. The Faculty Grievances Committee is charged with receiving, investigating, and recommending verdicts to the Chancellor regarding any grievances or reported disputes concerning faculty members. Members of this committee are faculty representatives from different colleges of the University.

5.4 Faculty Responsibilities

5.4.1. Teaching

Classroom Responsibilities
Quality education is at the heart of the UOS mission statement and strategic directions. Therefore, all faculty members at the University are expected to recognize the following responsibilities:

- Responsibility to deal seriously and conscientiously with the teaching assignment, including careful planning of courses, preparation of lectures, regularity in meeting scheduled classes, clearly informing students of course requirements through presentation of course syllabi, appropriate assessment of course and program effectiveness, and fair and impartial grading according to standards established by the University.
- Responsibility to seek ways of improving their effectiveness as teachers, exploring new ways of presenting academic subject matter, adhering to national and international qualification frameworks, motivating students, and improving methods of evaluating student performance.
- Responsibility to recognize faculty role in serving as models shaping the minds of a younger generation. Thus, all faculty members at the University of Sharjah must set high standards in academic excellence, professional ethics, and personal integrity.

**Academic Advising**

- Responsibility to provide appropriate advising to assigned students in terms of developing career goals, registering for courses, understanding university policies, and connecting to campus resources.
- Responsibility to maintain office hours so that they may be available to students and other members of the University community at stated places and times.

**Curriculum Development**

- Responsibility to contribute to curriculum studies at both the departmental and college levels.
- Responsibility to participate in the continuous improvement and effectiveness of the courses taught based on feedback and assessment results.
- Responsibility to actively engage in department, college and University faculty meetings for the better operation and strengthening of the academic program at the University.

**5.4.2. Research**

- Responsibility to keep up to date with developing knowledge in their academic disciplines through familiarity with recent publications and journals and participation in local or national professional societies and meetings where appropriate.
- Responsibility to advance knowledge in their respective academic disciplines through individual research, creative work, and presenting papers at conferences or professional meetings.
- Responsibility to supervise dissertations, student research and other academic activities.
5.4.3. Community Service

- Responsibility to support and make useful contribution to social communities and activities in which they can make a positive contribution.
- Responsibility to positively publicize the University and be active in the outreach to the local and regional community. Such service may include activities in the faculty member’s professional area as a consultant or in a research capacity, activities as a resource person, lectures to community groups, and the participation in community activities which enhance the image of the University. It is expected that much, but perhaps not all, of the faculty member’s service to the community will involve the use of academic expertise possessed by the faculty member.

In addition to the duties mentioned, all faculty members are expected to participate on University councils and committees and perform any other duties as requested by the Chancellor or Dean as long as such tasks are not incompatible with the nature of his/her work.

5.4.4. Quality Assurance and Institutional Effectiveness

The following are responsibilities of faculty member related to quality assurance:

1. Stating the objectives and outcomes for each of the courses s/he teaches or specializes in.
2. Doing the necessary outcomes mapping for the courses s/he teaches or specializes in.
3. Utilizing the above in his classroom assessment.
4. Writing the necessary assessment reports to be discussed in the council of her/his academic department.
5. Participating in all the assessment activities required by her/his academic department and/or the University Outcomes Assessment Committee.
6. Using the coming feedback to improve the academic content of the courses she/he teaches and to develop her/his teaching and assessment methods.

In addition to the duties mentioned, all faculty members are expected to participate on department council and committees and perform any other duties as requested by the Chancellor, Dean, and Department Chair, as long as such tasks are not compatible with the nature of his/her work.

5.5 Work Load, Extra Load and Part-Time Work

Basic Guidelines of University Workload Policies

1. Seminal activities to the mission of the University are teaching or librarianship; research, scholarship and artistry, creative activity, academic advising; administrative and community service.
2. It is encouraged that deans and chairpersons will meet annually with their faculty to develop workload plans.
3. Summer and off-load assignments are not considered part of the academic year workload assignments for full time faculty member. A faculty member who assumes additional teaching, advising, or other responsibilities during the summer must be compensated.

4. Overload teaching assignments must be approved by the faculty members’ supervisor and dean.

5. Faculty members may teach a classroom, laboratory, or equivalent course for a Unit other than their own, and that course may be considered part of the faculty members standard University teaching workload assignment.

Workload Assignments and Distribution of Responsibilities

1. Individual workload assignments and distribution of responsibilities will be determined for faculty members in accordance with the mission and priorities of the University, and the goals of that faculty members’ college.

2. Teaching Assignments: Teaching assignments approved for faculty cannot be defined by only using the framework of standard lecture and laboratory courses. College teaching workload policies may be different from the standard university teaching workload. Possible adjustments and their value must be identified in the applicable college policies and approved by the faculty members Supervisor and Dean.

3. Adjustments. The university's missions in research and artistry and public and professional service are upheld through the activities of its faculty. In order to fulfill these responsibilities, the teaching workloads of individual faculty may be adjusted by their Units on an annual basis.

4. Reductions in teaching assignments shall not be approved for:
   a. Any activities where there is remuneration over and above the faculty members University compensation.
   b. Community service activities (e.g. personal volunteer work with civic organizations), unless these are formal, externally funded public service activities of the University and there is a percent of the faculty members’ effort committed to the sponsor.

Private Professional Work, Consulting, and Outside Employment

Private professional work, consulting, outside employment, and other bases of supplemental compensation should not be a factor in workload assessment and determination in any University workload assignments, requests for adjustments, and/or requests for other teaching assignments. Workload adjustments and/or other teaching assignments should not be requested, assigned, and/or approved for any extra-compensation activities.
Variations to Normal Workload Assignments
To effectively fulfill the University’s responsibilities and achieve its mission, it is sometimes prudent to adjust individual faculty members’ workloads. Such adjustments may include replacing one or more teaching assignments with other workload assignments. Such assignments might include administrative duties, unusually heavy academic support or university service roles, extraordinary research/scholarly/creative activity.
Adjustments to an individual faculty members’ normal workload for the type of faculty appointment may be made by the University Chancellor, Vice Chancellors, or the faculty member’s academic dean. Adjustments proposed by the department head must be approved by the dean and Vice Chancellor.

Determining Workload Credits
Typically, each assigned teaching workload credit is equivalent to each course credit hour taught (e.g., each 3 credit-hour-course taught would be equivalent to 3 workload credits). However, variations exist for different types of courses (e.g., student contact hours are considered in determining the workload credit for natural science laboratory classes; workload credit for applied music classes are determined by a formula that takes into consideration enrollment and course credit hours). Exceptions to using course credit hours for determining teaching workload credits must be approved by the dean of the course and Vice Chancellor.
Non-instructional workload assignments are typically made in 3-credit increments. The workload credits associated with non-instructional assignments are based on an estimate of the amount of work involved and its equivalent to teaching one or more 3-credit courses.

Overloads
Overloads should be avoided and are justified only by extenuating circumstances such as a sudden resignation or illness of a faculty member and/or an unexpected enrollment demand. Generally, faculty are in overload status when their total assigned workload exceeds their official maximum workload. An overload assignment of more than 1 credit/contact hour must be approved by the dean and the Vice Chancellor. Overloads are compensated in accordance with the University’s current overload pay scale. Typically, faculty members receiving course release(s) for a service assignment or an additional research assignment do not receive teaching overload compensation.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Workload credit hour equivalent (CHE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervision and/or teaching of students in Laboratories (course connected)</td>
<td>Workload CHE for laboratory section shall be associated with the course, e.g., a 3 credit hour course with lecture and laboratory (2 hrs lecture,</td>
</tr>
<tr>
<td>Activity</td>
<td>Workload credit hour equivalent (CHE)</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2 hrs lab) has an aggregated workload CHE of 3</td>
<td></td>
</tr>
<tr>
<td>Laboratories (not connected to any specific course and not in support of research)</td>
<td>1 CHE per aggregated of 12 student credit hours, not to exceed 3 CHE per semester</td>
</tr>
<tr>
<td>Clinics or Clinical courses</td>
<td>1.5 CHE per credit hours, e.g. a 3 credit hour clinical course assignment shall carry a workload CHE of no more than 4.5</td>
</tr>
<tr>
<td>Internships, Practicums, Externships, Field Experience, Workshops, Seminars</td>
<td>1 CHE per aggregate of 12 student credit hours, not to exceed 3 CHE per semester</td>
</tr>
<tr>
<td>Independent Study</td>
<td>1 CHE per aggregate of 12 student credit hours, not to exceed 3 CHE per semester</td>
</tr>
<tr>
<td>Internships, Practicums, Externships, Field Experience, Workshops, Seminars</td>
<td>1.25 CHE per course credit hour</td>
</tr>
<tr>
<td>Internships, Practicums, Externships, Field Experience, Workshops, Seminars</td>
<td>1.25 CHE per aggregate of 3 students supervised per semester, not to exceed 3 CHE per semester</td>
</tr>
<tr>
<td>Small section (enrollment below minimum levels set forth in APPM, Section I.8)</td>
<td>0.75 CHE and 1.0 CHE per course credit hour, e.g., a 3 credit course has a workload CHE no smaller than 2.25 and no greater than 3.0</td>
</tr>
<tr>
<td>Doctoral research committee chair</td>
<td>1 CHE per aggregate of 3 student credit hours of dissertation, per semester; equivalencies are likely to vary by discipline.</td>
</tr>
<tr>
<td>Masters/Specialist committee chair</td>
<td>1 CHE per aggregate of 6 student credit hours per semester of research- or performance-based thesis; equivalencies are likely to vary by discipline.</td>
</tr>
<tr>
<td>Innovative teaching</td>
<td>3 CHE per year</td>
</tr>
<tr>
<td>Department Chair, Unit Director, Program Director</td>
<td>9 CHE per semester</td>
</tr>
<tr>
<td>Major Department or Unit Service (e.g., Assistant Chair, Academic Advisor, Graduate Coordinator, etc.)</td>
<td>6 CHE per semester</td>
</tr>
<tr>
<td>Research, Artistry and Creative Activity at high level</td>
<td>6 CHE per year, unless through release time funded by extramural funds.</td>
</tr>
<tr>
<td>Significant Professional Development</td>
<td>3 CHE per year</td>
</tr>
<tr>
<td>Preparation of Proposals for External Funding</td>
<td>3 CHE per year</td>
</tr>
<tr>
<td>Research or Creative Activity Supervisor/Project Director</td>
<td>3 CHE per semester</td>
</tr>
<tr>
<td>Major University or College Service</td>
<td>3 CHE per semester</td>
</tr>
<tr>
<td>Significant Service to Profession</td>
<td>3 CHE per year</td>
</tr>
</tbody>
</table>
* It is the sole responsibility of the department chair/director under the supervision of the dean to make workload assignments. These equivalencies are designed to provide guidance to department chairs/directors in making teaching assignments. They should not be considered to be guarantees or entitlements regarding teaching workload assignments. With justification, Units may adopt different equivalencies based upon their mission, student demands, and any unique disciplinary considerations.

1. The teaching load of any faculty member is (12) credit hours per week. The Chancellor may assign additional teaching hours when necessary.
2. The teaching load of faculty members in college dean, and similar positions shall be reduced to (3) credit hours, and additional teaching hours shall not be considered as overtime hours. The Chancellor may make exceptions in this case when necessary.
3. The teaching load of faculty members in vice dean, chairperson or similar positions shall be reduced to (9) credit hours, and additional teaching hours shall not be considered as overtime hours. The Chancellor may make exceptions in this case when necessary.
4. By decision of the Chancellor, a faculty member may be partially or fully exempted from teaching, or his/her teaching load may be reduced if s/he is required to perform duties other than teaching, which serve the University and its objectives.
5. By decision of the Chancellor, the teaching load of a faculty member may be reduced to a suitable number of hours for conducting an approved research project. The costs resulting from the reduced teaching load of the faculty member shall be covered by external research grants.

**Teaching hours shall be calculated as follows:**

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

b. One theoretical hour of teaching in a Doctorate degree program shall be calculated as 1.5 credit hours.

c. One lab hour shall be calculated as 0.5-0.75 credit hours.

d. Faculty teaching graduate level courses should not take more than 9 credit hours.

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

**When his/her 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.

**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 teaching load of a doctorate dissertation supervisor shall be calculated as follows:

a. When his/her teaching load reached the maximum teaching load:
   1. Supervisor shall be paid AED 2,500 per semester for each dissertation with a maximum period of four semesters.
   2. Half of this amount will be paid for each co-supervisor in case of joint supervision.

b. When the teaching load has not reached the maximum teaching load, dissertation supervision shall count as:
   1. One credit hour per dissertation for four semesters will be counted toward his/her teaching load
   2. Half a credit hour will be counted toward his/her teaching load in case of joint supervision.

c. A committee member who is from the University will be paid an honorarium of AED 1,500 and a committee member from within the country will be paid AED 2,000. Committee members from outside the country will be paid AED 3,000 plus a return business class ticket and full-board accommodation of a maximum of three nights. Supervisors will not be paid a defense honorarium.

The teaching load of a master’s thesis supervisor shall be calculated as follows:

a. When his/her teaching load reached the maximum teaching load:
   1. Supervisor shall be paid AED 2,000 per semester for each thesis with a maximum period of three semesters.
   2. Half of this amount will be paid for each co-supervisor in case of joint supervision.

b. When the teaching load has not reached the maximum teaching load, thesis supervision shall count as:
   1. One credit hour per thesis for three semesters will be counted toward his/her teaching load
   2. Half a credit hour will be counted toward his/her teaching load in case of joint supervision.

c. A committee member who is from the University or the country will be paid an honorarium of AED 1,000. Committee members from outside the country will be paid AED 2,000 plus a
return business class ticket and full-board accommodation of a maximum of three nights. Supervisors will not be paid a defense honorarium.

**A faculty member shall be entitled to an additional teaching compensation if he/she exceeds the regular teaching load.**

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>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty: Professor, Associate Professor, or Assistant Professor</td>
<td>AED 200/hr.</td>
</tr>
<tr>
<td>Non-Faculty: Lecturer or Language instructor</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.

The policy for remunerating faculty members supervising students’ internship in summer shall be as follows:

a. One-month salary shall be paid for internship programs that have credit hours.

b. A supervisor shall be reimbursed 50% of the student’s internship fees when no credit hour is counted. Reimbursement shall not exceed an amount equivalent to one-month salary.

c. A supervisor of internship shall perform the supervision task on a full-time basis. He/she may teach one course only in addition to supervising the internship.

d. The number of students should be at least 30 students. If the students are less than 30, the faculty member shall be remunerated a portion of his/her monthly salary commensurate with the number of the students.

e. In case of need and upon the approval of the concerned Vice-Chancellor for Academic Affairs and the recommendation of the concerned college dean, the University may appoint qualified external part-timers who shall be compensated as follows:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty: Professor, Associate Professor, or Assistant Professor</td>
<td>AED 300/hr.</td>
</tr>
<tr>
<td>Non-Faculty: Lecturer or Language instructor</td>
<td>AED 200/hr.</td>
</tr>
</tbody>
</table>
Time Release are Found in the Following Table:

<table>
<thead>
<tr>
<th>Duties</th>
<th>Release Time (Credit Hours Per Semester)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice Chancellor</td>
<td>12 Cr</td>
</tr>
<tr>
<td>Dean and Directors of Research Institutes*</td>
<td>9 Cr</td>
</tr>
<tr>
<td>Vice Dean and Vice Institute Director*</td>
<td>3 Cr</td>
</tr>
<tr>
<td>Chairperson*</td>
<td>3 Cr – 6 Cr (if number of students in the department are more than 250 students or if the department offers service courses having number of registered students exceeding 1500 Students / or conducting services such accreditation or coordination that involve more than one college)</td>
</tr>
<tr>
<td>Assistant Chancellor</td>
<td>6 Cr</td>
</tr>
<tr>
<td>Vice Assistant Chancellor</td>
<td>6 Cr</td>
</tr>
<tr>
<td>Assistant Vice Chancellor</td>
<td>6 Cr</td>
</tr>
<tr>
<td>Director of Research Centers</td>
<td>6 Cr</td>
</tr>
<tr>
<td>Institute / Unit / Program Director</td>
<td>6 Cr</td>
</tr>
<tr>
<td>Director of Specialized Office</td>
<td>3 Cr</td>
</tr>
<tr>
<td>Assistant Director for Institute (Faculty)</td>
<td>3 Cr</td>
</tr>
<tr>
<td>Assistant Director for Institute (Instructor)</td>
<td>5 Cr</td>
</tr>
<tr>
<td>Senior Project Coordinator (Department Level)</td>
<td>1.5 Cr</td>
</tr>
<tr>
<td>Faculty Champion Advisor (Department Level)</td>
<td>3 Cr</td>
</tr>
<tr>
<td>Internship, Practical Training &amp; Community Engagement Coordinator (Department Level)</td>
<td>3 Cr</td>
</tr>
<tr>
<td>College Student Recruitment &amp; Admission Coordinator</td>
<td>3 Cr</td>
</tr>
<tr>
<td>Coordinator for Enriching Research-Based curriculum</td>
<td>3 Cr</td>
</tr>
<tr>
<td>Course Coordinator</td>
<td>1 Cr for 250 students and more</td>
</tr>
<tr>
<td>Clinical Training Coordinator</td>
<td>3 Cr</td>
</tr>
<tr>
<td>Program Coordinator (M.Sc. / Ph.D.)</td>
<td>3 Cr (at least 40 students registered in the program)</td>
</tr>
<tr>
<td>Interdisciplinary Program Coordinator</td>
<td>3 Cr (at least 20 students are registered in the program)</td>
</tr>
<tr>
<td>Program Coordinator (Instructor Level)</td>
<td>5 Cr</td>
</tr>
<tr>
<td>Department Accreditation Coordinator</td>
<td>3 Cr</td>
</tr>
</tbody>
</table>

Faculty Annual Report and Evaluation

Each faculty member must submit an annual report at the end of the academic year. This annual report serves many purposes, such as preparing a variety of reports at the department,
college, and university levels as well as evaluating the performance of the faculty performance whether on annual basis or for contract renewal.

Using the standard form for that purpose, faculty members are expected to submit the following in their annual report:

a) Teaching activities for the year
b) Research record, activities and output for a rolling period of their contract
c) University and community service activities for the year

It is the responsibility of Department Chair and College Dean to perform the faculty member’s annual evaluation, based on the professional responsibilities of the faculty member in the areas of teaching and curriculum development, research and scholarly activities, university and community service, and administrative responsibilities. The university annual evaluation system of faculty members is used for contract renewal as well as for nominating eligible faculty for the annual incentive 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 from 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.

5.6 Office Hours

- Because being available for consultation with students is an important part of an instructor's responsibilities, Faculty shall be available for consultation on a regular basis outside of scheduled instructional hours.
- Full-time faculty in academic and career/technical programs are required to schedule at least five office hours per week, scheduled over a minimum of two days.
- Part-time faculties are required to schedule office hours prorated according to their teaching assignments.
- When evening courses are part of an instructor's assignment, one office hour should be scheduled in the evening. It is recommended that this office hour be held during the hour prior to the start of the evening class.
- Each instructor will provide the departmental secretaries with a copy of his or her timetable showing assigned class time and office hours. A copy of this timetable should be posted outside the instructor's office. Faculty should also clearly notify students of scheduled office hours in course outlines or in class.
- If a student’s timetable conflicts with the instructor’s scheduled office hours, it is expected that the instructor will accommodate the student’s needs for consultation at a mutually agreeable time. If an instructor cannot be present during office hours, he or she should make reasonable efforts to inform students.

5.7 Demise Policy

The dependent members of the family of the faculty member who is contracted on secondment or by means of a personal contract, will be offered, in case of his demise, the following:

1. The total of one month’s salary for the month in which the death occurs.
2. The total of the next three months’ salary.
3. End-of-service gratuity equivalent to one month’s salary for every year of service, pro-rated for service periods of less than one year.
4. The preparation of the diseased, transporting his body to his country and the expenses of the return of his family and its belongings will be borne by the University.

If a faculty member is contracted on secondment or by means of a personal contract, and one of his dependents passes away while the contract is in force, the expenses incurred for the preparation and transportation of the body and a return ticket for one family member will be borne by the University.

6. Role of Faculty and Administrative Faculty

6.1 The College Dean

Appointment

Those appointed as Deans shall hold the rank of full professor. When necessary, a faculty member from another rank may be appointed as acting Dean of the college.

The appointment of the Dean shall be by decision of the Board of Trustees, based upon the recommendation of the Chancellor, for the period of three renewable years for one time only.

Responsibilities

The responsibilities of the college dean are as follows:

- Supervise the administration of academic, administrative and financial affairs and the scientific research matters of the college in accordance with the University bylaws and policies and procedures.
- Develop the college strategic and operation plans in coordination with the other university entities.
- Follow up accomplishment of the strategic performance indicators.
- Prepare the college budget in light of the college needs in coordination with the Finance department.
- Follow up implementation of the decisions of the College and Deans Councils and the Board of Trustees.
- Ensure the proper functioning of the teaching and research processes and for maintaining discipline and applying of the laws, by-laws and policies and procedures.
- Submit a detailed annual report to the Chancellor at the end of the academic year, inclusive of the college activities and educational and research affairs.
- Supervise faculty and staff recruitment in his/her college according to the faculty recruitment process implemented in the University and in coordination with the chairpersons and faculty members.
- Evaluate department chairs and faculty members in his/her college, taking into account their performance according to the evaluation criteria and systems implemented at the University.
- Supervise implementation of faculty and staff development programs.
- Coordinate and supervise all assessment activities in the college, including:
  - Supervise and follow up all the assessment work done in his/her college.
  - Evaluate the department heads with regards to their role in the assessment process.
- Supervise completion of all data required and include them in the college annual report.
- Ensure completion of faculty, course and program e-files according to accreditation standards and university criteria.
- Supervise implementation of recommendations for course and program improvement that result from the learning outcome assessment process.

6.2 The Head of Academic Department

Appointment

The Chancellor will appoint one of the staff members holding the rank of professor as chairperson upon the recommendation of the Dean for three renewable years normally and for one time only. The Chancellor may also appoint a staff member of a lesser rank as acting chairperson.

Responsibilities

The responsibilities of the department chair are as follows:
Ensure that teaching, research and academic activities are carried out professionally and in accordance with the university bylaws and policies and procedures.
Develop the department strategic and operation plans in coordination with the other college and university entities.

Follow up accomplishment of the strategic performance indicators.
- Prepare the department budget and submit it the college dean.
- Submit to the college dean 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.
- Suggest conditions and specifications required for vacant posts at the department, along with defining qualifications and experiences for each post.
- Supervise faculty and staff recruitment in his/her department according to the faculty and staff recruitment process implemented in the University and in coordination with department faculty members.
- Evaluate department staff and faculty members, taking into account their performance according to the evaluation criteria and systems implemented at the University.
- Distribute students amongst academic advisors and follow up the progress of their study plans.
- Propose the distribution of courses to be taught among staff members and submitting the same to the Departmental Council.
- Supervise implementation of faculty and staff development programs.
- Coordinate and supervise all assessment activities in the department, including:
  - Supervise and follow up all the assessment work done in his/her department.
- Evaluate the faculty members with regards to their role in the assessment process.
- Supervise completion of all data required and include them in the department annual report.
- Ensure completion of faculty, course and program e-files according to accreditation standards and university criteria.
- Supervise implementation of recommendations for course and program improvement that result from the learning outcome assessment process.
- Assign assessment implementation tasks to faculty members and follow up their performance.
- Maintain records for the activities of the department, records of university documents relating to the department and supervision of their use in accordance with university policies and procedures.
- Supervise the selection of course textbooks and references.

### 6.3 Program Coordinator

Responsibilities of the program coordinator are:

- Co-operate with the department chairperson/dean for preparing a statement regarding the department’s needs and submitting the program to the Dean at the appropriate time after consultation with the department so that it can be taken into consideration when the budget is prepared.
- Help Chairperson/dean for supervising program effectiveness activities to ensure proper documentation of assessment and contentious improvement and development of the program and its courses.
- Support chairperson/dean for maintaining records for the activities of the department, records of university documents relating to the department and supervision of their use in accordance with rules and practices followed in the University.
- Contribute for selecting of course textbooks and references.
- Propose the distribution of courses to be taught among staff members and submit the same to the Chairperson.
- Encourage academic research and assisting staff in conducting research.
- Help students for preparing suitable study plans and selecting academic advisors for their study period.
- Contribute for preparing all reports related to the program which the dean’s office or the university administration requires from the Department.
- Coordinate and supervise all assessment activities in the program, including:
  - Supervise and follow up all the assessment work done in his/her program.
  - Ensure completion of faculty, course and program e-files according to accreditation standards and university criteria.
  - Supervise implementation of recommendations for course and program improvement that result from the learning outcome assessment process.
  - Supervise the selection of course textbooks and references.
- In case of the program is interdisciplinary, the program coordinator will communicate with all stakeholders to ensure smooth running of the program.

6.4 Course Coordinator

Responsibilities of the course coordinator are:
- Organize and conduct a start-up meeting of all course instructors at the start of each semester. This meeting is about discussing and planning for the implementation of actions developed during the previous cycle.
- Ensure all course instructors follow the course syllabus in order to achieve consistency among all course sections.
- Ensure all course instructors have all course materials and textbooks in advance.
- Coordinate the preparation of unified exams, particularly the midterm and final exams, in cooperation with all course instructors.
- Organize follow up meetings with course instructors during the semester to ensure all sections are progressing similarly.
- Develop and implement course assessment for multi section courses by:
  - Collecting data, feedback and recommendations related to all sections from all course instructors,
  - Compiling aggregate data
  - Completing the e-course file reflecting the course experience in all sections. Appropriate forms for course coordination are available on

6.5 Faculty

- A Faculty member's duties will include the following:
  - Teaching and conducting examinations.
  - Conducting original research.
  - Supervision of dissertations, student research and student academic and social activities.
  - Academic advising.
  - Participation in University councils and committees and in councils and committees which the University approves or participates in.
  - Devoting himself to his academic duties at the University and maintaining the levels appropriate to the University position and reputation in the fields of research, teaching, guidance and administration.
  - Performance of any tasks requested by the Chancellor or Dean of his college so long that such tasks are not incompatible with the nature of his work.
  - Serving the local community and fulfilling its needs in accordance with certain criteria set by the University.

- Faculty members are also directly involved in new faculty recruitment and appointment as they are represented in selection committees and in the department council.
- Faculty member has a core role for the institutional effectiveness and assessment in UOS. Moreover, Faculty members are directly involved in curriculum initiation, development and revision.
The roles of faculty member in the assessment process are as follows:

- Stating the objectives and outcomes for each of the courses s/he teaches or specializes in.
- Doing the necessary outcomes mapping for the courses s/he teaches or specializes in.
- Participating in all the accreditation and assessment activities required by her/his academic department and/or the University outcomes assessment activities.
- Using the collected feedback to improve the academic content of the courses she/he teaches and to develop her/his teaching and assessment methods.
- Performing all course effectiveness activities to ensure proper documentation of assessment and contentious improvement and development of the courses and the curriculum.
- Completing and updating his/her data in the faculty e-portfolios implemented in the University.
- Completing and updating his/her course e-file implemented in the University.

7. Secondment and Conference Attendance Regulations

1. A faculty member may be sent on academic or official business inside or outside the country in accordance with instructions from the Chancellor.
2. 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.
3. 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.
   a. Participation in conferences shall be by decision of the Vice Chancellor for Academic Affairs/Vice Chancellor for Medical Colleges Affairs.
   b. Conditions that must be satisfied by applicant:
      - The applicant must be a faculty member and must have passed the probationary period which is six months or based on the contract.
      - 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:

1. Approval from the college concerned.
2. A copy of the paper to be read or an abstract thereof as the conference organizers may require.
3. A copy of the conference flier (in which the fees are stated).
4. 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 is 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.

4. A copy thereof must also be forwarded to the Dean's office.

5. 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.

6. 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.

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

8. 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.
5. If a faculty member participates in presenting more than one paper, the University shall cover the expenses for only one paper.
6. If a participant receives full financial support to cover the expenses of the event, the University shall not incur any expenses.
7. 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.

**8. Faculty Consultancy Services**

Consultancy is defined as any professional activity related to the faculty's field or discipline, where a fee-for-service or equivalent relationship with a third party exists.

The University of Sharjah extends to its faculty members the privilege of consulting because such activities can contribute to the professional development and stature of the faculty member, and thus may benefit the University as well as the faculty member. Such benefit may be, but is not limited to, enhancement of faculty professional expertise, establishing and maintaining professional contacts, associations and relationships, and developing opportunities for sponsored research. “Consulting activity” is defined as professional work performed outside university auspices that are substantively related to a faculty member’s area of expertise and duties at the university. Included is consulting for a company owned by oneself or by a member of one’s immediate family.
Professional consulting is encouraged provided such activities present no conflicts of interest and are kept within reasonable bounds. The primary safeguard is the requirement that the faculty member secure advance approval for consulting activities to ensure that the activity is beneficial to the University in that no conflicts of interest exist, no conflict with University duties and responsibilities is present, and the total amount of consulting by the faculty member is not excessive. Professional work that is part of the normal duties of members of the academy does not fall under the auspices of this policy.

All proposed consulting activities (while employed by the University) must receive prior review and approval through the appropriate channels (department chair, dean, and Vice Chancellor and Chancellor) to ensure that they present no conflicts of interest and do not diminish the quantity and quality of professional services rendered to the University as part of the faculty member’s normal duties and responsibilities. Non-compensated consulting (i.e., public service in one’s area of professional expertise) must also receive prior approval whenever the potential for a conflict of interest exists. It is the faculty member’s responsibility to assess whether the potential for a conflict of interest in non-compensated consulting exists; when in doubt a consulting form should be submitted.

Prior approval must be obtained for consulting use of University equipment or facilities, or the employment of University faculty, staff, and students. The inconsequential use of office-based computing equipment and telephone equipment (e.g. the exchange of e-mails or local telephone calls with a consulting client) is permitted without prior approval.

9. Faculty Development

9.1 Scope of Faculty Development

Faculty development activities are decentralized and are conducted basically at two levels: At the department and University-wide levels. Departments are primarily responsible for attending to the needs of individual faculty members, and they do so with travel money, reassigned time, mentoring, and a host of other less visible activities. The University is responsible for programs that are important to the institution as a whole and appropriate to a wide range of faculty. Whereas faculty development at the department level is handled by a department head, perhaps in consultation with a departmental committee, at the university-level, there is no such coherence.

9.2 Goals and Objectives

The main goal of faculty development is to improve instruction by providing information on teaching techniques, research tools techniques, and current pedagogical issues in higher education that will enable faculty members to be more effective learning supporters. The additional goals of faculty development are to promote professional and personnel development of faculty members in ways that contribute to improve instruction and research.

The Program for Development and Support of Advanced Teaching Methods is dedicated to the continuous development of teaching methods and the integration of advanced information
technology in education. Its main purpose is to support the development and use of interactive teaching and learning environments throughout the University.

Objectives of the Faculty Development Program are:

A. Moving from individual attempts to institutionalized effort.
B. Developing a self-sustained knowledge-base in advanced teaching methods.
C. Implementing advanced teaching methods.
D. Initiating a mechanism for course development.
E. Providing a platform for the creation and effective use of interactive learning Environments.
F. Encouraging and supporting the use of educational technology.
G. Developing awareness on the standards of academic accreditation.
H. Strengthening community at the University and encouraging productive collaborative relationships among participants.

9.3 Categories of Faculty Development

The activities of the faculty development program can generally be classified into three categories:

**Instructional development**
These programs seek to improve teaching, and they include activities such as peer coaching, videotaping classroom performance, and conferences and workshops on teaching strategies.

**Professional development**
These programs foster faculty members’ increasing sophistication in their academic discipline.

**Organizational development**
These activities promote the growth of faculty as members of an academic community at a specific institution and are directed towards the overall health and welfare of the organization. This type of faculty development includes areas such as new faculty orientation and accreditation/reaccreditation activities.
Faculty development is a shared responsibility between the institution and each member of its faculty. The University provides a range of continuing opportunities for faculty to become increasingly effective in helping the University meet its mission. On the other hand, each faculty member should develop his or her own strategies for serving the academic programs and expectations of the University, college, and department.

10. Annual Incentives for Distinguished Faculty Members

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:
1. To reward and help retain excellent faculty at UOS.
2. To keep UOS competitive with UAE-based universities that provides merit-based incentives.
3. To encourage and recognize strong contributions that serves a particular program and college, while meeting University goals.

B. Applicants’ 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, university 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 from 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:
1. Research
2. Teaching

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:
   a. 20,000 Dhs. for distinction in research for each winner.
   b. 15,000 Dhs. for distinction in teaching for each winner.
   c. 10,000 Dhs. for distinction in University and community service for each winner.

D. **Institutional Guidelines**

1. **Eligibility**
   a. 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.
   b. Adjunct and visiting faculty members are not eligible for the bonus award.

2. **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.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible faculty members present their annual reports to chairpersons</td>
<td>Beginning of October</td>
</tr>
<tr>
<td>Departmental Committees and Chairpersons complete their evaluations</td>
<td>Middle of November</td>
</tr>
<tr>
<td>College committees and deans complete their evaluations</td>
<td>Middle of December</td>
</tr>
<tr>
<td>The University Committee submits its reports to the Chancellor</td>
<td>Beginning of February</td>
</tr>
<tr>
<td>Announcement of the names of the winners and award payment</td>
<td>Middle of February</td>
</tr>
</tbody>
</table>

11. Faculty Annual Evaluation

11.1 General

All faculty members will be evaluated annually in each of the three areas of scholarship (including research and creative activity), teaching, and service. In addition, faculty members will be evaluated on contributions to the quality and effectiveness of their Unit, their College, and the University in the light of UoS mission. The University recognizes that every faculty member offers a unique combination of accomplishments relative to the criteria listed above, depending on academic field, specialized scholarly interests, varying professional opportunities, and responsibilities for teaching, laboratory and field work. However, while relative weights may vary, all faculty members are expected to be productive in each of the three areas over time.

Performance criteria in the areas of scholarship, teaching effectiveness and service shall be delineated in each Unit’s documents concerning merit review, reappointment, and promotion policies.

11.2 Teaching

Through their teaching, all faculty members are expected to transmit knowledge, extend their students' understanding and vision, and develop in their students the ability for critical and independent thinking. In their roles as teachers, faculty members are expected to maintain and reflect currency in their discipline and to enable students to understand and appreciate the material of the course. Good teaching includes, as applicable, the following indications of teaching effectiveness:

a) Quality presentation in the classroom or other learning environment, including effective communication and adjustment of teaching techniques to the particular subject area and students involved;
b) Clearly stated course objectives, along with explicit evidence that appropriate teaching/learning methods were employed to assist students in meeting course objectives;
c) Appropriateness of subject matter, approach, and evaluation methods;
d) Courses or programs and counseling of students to make the learning environment a meaningful one;
e) Evidence of superior teaching not included in the above, such as multiple, mutually independent mechanisms to evaluate the teaching performance, at least one of which is based on input from students; and
f) Creative development and implementation of courses or programs in the standard academic program or in the area of cooperative and experiential education, when deemed appropriate by the Unit, or creative application of technology to achieve improved educational outcome or to reach new audiences.

Performance expectations in teaching include a faculty member's adherence to University policies and requirements with respect to teachers' interactions with students and meeting scheduled and assigned obligations, including those governing distribution of syllabi, scheduling of examinations, submission of grades and return of student work. All these activities should be documented, for each course offering, in the course e-files system.

11.3 Scholarship, Research, and Creative Activity

All faculty members are expected to engage in scholarly activity as defined by their disciplines, and to earn distinction in their respective fields. Colleges may develop their own criteria of productive scholarship consistent with the expectations in their discipline and with the University policies and procedures.

In many disciplines, publishing or presenting original research or scholarly review constitutes the standard of achievement and dissemination. In the arts and humanities, creative productivity encompasses, among other activities, published fiction, poetry and drama; multimedia productions or musical compositions performed or published; musical, dramatic, and others forms of public performance; and exhibitions of painting or other graphic work. Recognition in the faculty member's scholarly fields, including, when appropriate, the receipt of prizes, grants or contracts awarded through a peer review process, or the receipt of patents represents professional recognition of research activities. In some fields technical, procedural, or practical innovations made clinically or professionally are evidence of productive scholarship.

The quality and originality of the scholarship, as judged by experts in the individual's field, provide the most important measure of the faculty member's work.

Performance expectations in scholarship include the faculty member's adherence to professional standards of conduct as established, for example, by University policies governing research, by funding agencies, and by norms of the discipline.
Scholarship and Teaching
Scholarly work occurs in teaching in a number of ways, and there is ample literature available on the teacher/scholar model. It could be most clearly apparent in course redesign. Required readings, assignments, and assessments should reflect changes in the discipline’s knowledge base, changes in the faculty member’s pedagogical knowledge, and the impact of those changes on student learning.

Scholarship and Professional Service
Assessing the role of scholarly work in professional service or application is not only possible, but critical to our role as an engaged university and steward of place. Peer review can be used to assess the scholarly work of a faculty member’s reports of application, and recipients of faculty professional service can report on the effectiveness of that work as part of the review process.

Research and Scholarly Activity Expectation
– UoS expect faculty members who select the Teaching and Research Track to improve in the area of publishing research by publishing no less than two research papers per annum provided the two papers be published in the types of journals in SCOPUS journals or class (A and B) journals.
– The faculty member who select Teaching and Research Track will be evaluated on the basis of their teaching and research performance and related requirements and University and community service in accordance with decision no.3 article no.5 from UoS by-laws.
– Those who are unable to realize research expectation, while at the same time feeling fully confident in their offering of distinctive teaching and University and community services, may apply to the teaching track in accordance with the bylaws in this regard.

11.4 Service
The effective operation and development of the University significantly relies on the service contributions of the faculty. Faculty members are expected to perform service activities within and outside the University. Internal faculty service responsibilities may include administrative duties, committee work, advising student organizations, and involvement in other roles that contribute to the Unit, College and University.

Outside the University, faculty members are expected to contribute to the professional development of their disciplines by promoting the discovery and dissemination of knowledge in their fields. Professional service activities include participation in professional organizations, seminars and colloquia relevant to the individual's academic interests or to the education process. Faculty members also serve by contributing their disciplinary knowledge to the general Community.

Performance expectations in service, as in teaching and scholarship, include the faculty member's adherence to professional standards.
12. **Academic Integrity and Honor Code**

The University of Sharjah takes pride in adopting the Arab and Islamic culture and values in all aspects of its activities and operations. Principles of ethical code of conduct and integrity are binding to all academic community at the University. The honor system is designed to foster these principles and to develop in students’ rigorous standards of personal integrity by placing on students the primary responsibility for academic honesty. Faculty members have a general responsibility to make students aware that the honor code governs all their academic work at the UoS as well as to validate the integrity of any work submitted by the students. The Deanship of Students Affairs is responsible for investigating allegations of misconduct, both behavioral and academic, and for implementing the discipline process. To help students and faculty learn what constitutes scholastic dishonesty and how to maintain academic integrity, a portion of the Academic Violations section of the Student Handbook is dedicated to educating students about plagiarism, complicity in academic dishonesty, and cheating.

**Professional Code of Ethics**

Faculty members are scholars, educators, and members of a scholarly community. They are committed to integrity, honesty, fairness, collegiality and entitlement to scholarly enquiry free of constraints. They share and respect responsibilities and standards of conduct that give effect to these commitments.

Faculty is required to recognize the special responsibilities placed upon them, which include:

- Seeking and stating the truth as they see it, in their subject.
- Devoting their energies to developing and improving their scholarly competence.
- Practice critical self-discipline and judgment in using, extending and transmitting knowledge.
- Avoiding subsidiary interests that may compromise their freedom of enquiry.

**As Teachers:**

Faculty appreciates the free pursuit of learning in their students, including:

- Offer the best scholarly and ethical standards of their discipline.
- Show respect for students as individuals and adhere to their proper roles as intellectual guides and counselors.
- Make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student’s true merit.
- Respect the confidential nature of the relationship between faculty and student.
- Avoid any exploitation, harassment or discriminatory treatment of students.
- Acknowledge significant academic or scholarly assistance from them.
- Protect their academic freedom.

**As Colleagues:**

Faculty observes the following:

- Do not discriminate against or harass colleagues.
- They respect and defend the free enquiry of associates.
- In the exchange of criticism and ideas, faculty show due respect for the opinions of others.
- Acknowledge academic debt and strive to be objective in their professional judgment of colleagues.
- Accept their share of faculty responsibilities for the governance of their institution.

As Members of the University Family:
Faculty seeks the following:
- Observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision.
- Respect their paramount responsibilities within their institution in determining the amount and character of work done outside it.
- When considering the interruption or termination of their service, faculty recognize the effect of their action upon the program of the institution and give due notice of their intentions.
- Consider rights and obligations towards other UAE residents.
- Measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession and to their institution.
- When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university.
- As individuals engaged in a profession that depends upon freedom for its health and integrity, faculty have a particular obligation to promote conditions that promote free enquiry and a deeper understanding of academic freedom.

13. Conflict of Interest
The University considers any business or professional activity by an employee outside the University a potential conflict of interest. Employees of the University must avoid conflicts of interest especially when it may potentially harm the integrity or mission of the University. In all circumstances, such activities must not interfere with assigned University responsibilities and should advance the University mission.
An employee of the University who provides, or whose family (parents, children, brothers or sisters, spouse and spouse’s parents) provides goods or services to the University must disclose this relationship to the Office of the Secretary General prior to offering the goods or services.
Faculty and professional staff may engage in consulting, service or other activities for pay only after receiving written approval from their dean, director or authorized University official. University property, equipment and facilities shall not be used to support outside employment unless approved in writing by the dean, director or other authorized official.

14. Faculty Discipline and Grievance

14.1 Disciplinary Measures
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.

1. 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.

2. 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 Disciplinary 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.

3. 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.

4. 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.

5. 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.
6. The disciplinary measures that may be taken against a faculty member include:
   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.
7. 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.
   d. The Disciplinary Council may issue any penalty mentioned in item (7) above.
8. 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.
9. The case under investigation shall not be rendered void if the faculty member being investigated submits his/her resignation.
10. 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.

14.2 Faculty Grievance
a) Filing a Grievance
A written, signed grievance must be filed with the Chair of the Faculty Grievance Committee within sixty calendar days following the administrative action or inaction prompting the grievance, or within sixty calendar days after the faculty member first knew or should have known of such action or inaction.

b) The Faculty Grievance Committee
A Faculty Grievance Committee consisting of seven tenured faculty members shall be elected annually from the faculty at-large. The Committee shall elect a Chair from among the committee members. Any member of the committee shall be entitled to dismiss him/herself if such member feels that he/she has a conflict of interest that would result in an inability to render an impartial decision in a particular case; or the committee, by majority vote, may determine that such a disqualifying conflict of interest exists and may dismiss any committee
member. In the event of a tie vote, the Chair shall make such determination. The grievant may challenge any member of the Committee based on the member's alleged inability to render an impartial verdict and the Committee, by majority vote, may dismiss such member.

c) Informal Resolution
Once a grievance has been filed, any applicable time frames may be stayed by the Committee Chair at the request of the grievant to permit adequate time to address and resolve the grievance through informal discussions or mediation. The grievance will be considered resolved through informal resolution if all parties sign a confidential, written statement describing how the grievance has been resolved.

d) The Grievance Hearing
The Faculty Grievance Committee shall convene a Hearing at a time convenient to all parties within thirty days following receipt of the written grievance, and shall provide written notice of the date and time to all parties. Such hearing shall be open to the public unless one or both parties request it to be closed. No individual may be represented by an attorney before the Faculty Grievance Committee, unless that individual is facing criminal charges relating to the subject of the grievance. The grievant shall be responsible for demonstrating the merits of his/her grievance at the Hearing. He/she must demonstrate by a preponderance of the evidence that the action or inaction complained of occurred; that it adversely affects him/her; and that a remedy is reasonable and proper.

e) Conduct of the Hearing
Both the faculty member and the University administrator (or his/her designee) responsible for the action or inaction complained of shall have the opportunity to make opening and closing statements, to examine and cross-examine witnesses, and to present documentary evidence. Either party may request in writing in advance of the Hearing that the Chair contact witnesses and request their appearance at the Hearing. The Chair shall honor such request, unless he/she determines that it is unreasonable, or that the testimony sought would be irrelevant to the issues in the Hearing or unnecessarily redundant. Members of the Committee may question witnesses and call their own witnesses, as they deem necessary. The Chair shall be responsible for conducting the Hearing in an efficient and decorous manner, and shall, in consultation with other committee members as he/she deems necessary, rule on all procedural and substantive matters relating to the conduct of the Hearing. The formal rules of evidence-applicable to judicial proceedings shall not apply in the Hearing.

f) Deliberations, Findings and Recommendations
Only evidence officially received at the Hearing shall be considered by the Committee. The Committee shall conduct its deliberations privately, and shall not record such deliberations. The Chair shall prepare a written report of its findings, including the reasons for its findings, its recommendations, and any dissent. Each member of the Committee shall sign and date the report. The report shall be sent to the President and to all parties within ten days following the conclusion of the hearings.

g) Written Exceptions
Within five working days of receipt of the Committee's written findings and recommendations, the faculty member may file written exceptions to the Committee's report to the President based on only the following grounds: (1) The Committee's failure to follow the procedures specified herein in a manner that substantially prejudiced the grievant; (2) Bias on the part of one or more of the Committee members; (3) Inconsistent or overly severe penalties recommended by the Committee; or (4) Failure by the Committee to consider all the evidence.

h) Chancellor's Decision
Within ten days after receiving the Committee's report or the faculty member's written exceptions to that report, the President shall report, in writing, to all parties and the Chair of the Faculty Grievance Committee, his/her decision in the matter and what action, if any, will be taken. It is expected that the President will give great weight to the findings and recommendations of the Faculty Grievance Committee. However, if the recommendations of the Committee are not implemented, a written explanation of this decision shall be provided to all of the above parties.

14.3 Nepotism and Employment of Relatives

Prohibited Situations of Relatives Employment

The University of Sharjah applies an equal opportunity employment policy based on competence and merit, and does not discriminate in favor of or in opposition to the employment of relatives. (not to appear as a discriminatory employer). Nevertheless, employment of relatives in some cases may result in conflicts of interest and claims of favoritism and partiality in treatment. Therefore, the University of Sharjah’s Employment of Relatives policy specifically prohibits the appointment of relatives in the following situations:

- When a relative is the direct or indirect line manager of a relative (in some cases, indirect authority can influence the direct manager in favor of the employee)
- When a relative is responsible for / or able to influence decisions related – but not limited to: recruitment, compensation, performance assessment, promotion, increments, disciplinary procedures and termination
- When a relative may be placed in circumstances of actual or reasonably foreseeable conflict between the interests of the University and their interests
- When a relative’s authority may result in favoritism, undue influence or breach of confidentiality

Disclosure of Relationships and Conflict of Interest

1. Prospective employees must disclose information relevant to relatives employed by the University during the recruitment process when requested, as well as complete the Employment of Relatives Disclosure Form.
2. Current employees must:
2.1 Disclose existing relationships, if any, within fourteen days (14) of the effective date of the Employment of Relatives Policy
2.2 Disclose information relevant to relatives employed by the University when requested
2.3 Disclose information relevant to relatives employed by the University when new relationships (by blood or marriage) are created or modified
2.4 Declare cases of noncompliance with the Employment of Relatives Policy as a result of transfer, promotion or reorganization
2.5 Notify the Human Resources Department if a Relative is a candidate for employment at the University

3. Employees must complete the Employment of Relatives Disclosure Form in September of every year to report changes in relationships

Management of Situations of Conflict
1. The University reserves the right to reject a job candidate who is a relative of a University’s employee if any of the situations listed under clause 1 applies.
2. If any of the situations listed under clause 1 applies to current employees, a report describing the conflict should be developed by the line manager together with a mitigation plan and submitted to the Human Resources Department for review. Decisions to address the conflict will be made by the management.
3. If decisions related to transfer, promotion or reorganization may place an employee in any of the situations listed under clause 1, a report documenting potential conflict and mitigation plans should be developed by the line manager and submitted to the Human Resources Department for review. Decisions to address the conflict will be made by the management.
4. The University reserves the right to reject a transfer request by an employee if the transfer will result in any of the situations listed under clause 1.
5. When a change in marital status or personal relationship results in any of the situations listed under clause 1, the University will make every reasonable effort to transfer one of the employees to a position which will permit their continued employment. Such a transfer must be arranged within a period of 30 days. Delete: after which one or the other of the related employees may be terminated if such a transfer has not taken place. Termination should not be the first report, a conflict management report should be developed and submitted for approval, if not convincing, termination can be decided by management.
6. The decision as to which employee will be transferred will be at the sole discretion of the University but will take into account the wishes of the employees involved, to the extent feasible. If, however, a mutually satisfactory decision cannot be made, the University reserves the right to determine which employee is subject to transfer delete: or termination
based on business needs. If a transfer is not feasible, the University reserves the right to terminate the employment of one of the related employees.

7. Any exception to the provision of the Employment of Relatives Policy shall be approved by the Board of Trustees upon the written recommendation of the Chancellor.

Policy Violation
Failure to comply with the Employment of Relatives Policy is subject to disciplinary action, up to termination of employment. For more details about this policy see UoS policies and procedures policy number: HR-ER-20.

15. Student Assessment and Grading System

Course Outline
The instructor shall prepare a detailed syllabus specifying the objectives, outcomes, content, teaching methods, evaluation, references, and additional readings required. The syllabus shall be handed out to students at the beginning of the semester and shall be kept in the course files in the college.

Final Exam
Exam questions are prepared as per the following guidelines:
1. The questions are aligned with the objectives and outcomes outlined in the course outline.
2. The questions are proportionate to the time allotted for the exam.
3. The instructor of a course, individually or in collaboration with the other instructors of the course in case of a course taught by more than one instructor, prepares the questions clearly, specifying the grade assigned to each question.
4. The questions should vary in number and type in order measure a student’s knowledge and skills in recalling, understanding, application, and analysis.
5. The language used in the questions and answers of the exam must match the language of instruction of a course.

Final Grade
The final grade in any course shall consist of the grade obtained in the final examination plus all the other grades obtained during the semester. The general framework for examinations shall be as follows:

Purely or mainly theoretical courses:
1. 40-50% shall be reserved for the final examination, which shall be in writing, covering the entire contents of the course and realizing its objectives and outcomes and held at the times announced in the University calendar.
2. 20-30% shall be reserved for the Midterm examination that will be held at the times announced in the University Calendar.
3. 20-40% shall be given to course work consisting (continuous assessment), including reports, research papers, quizzes, and any other tasks.

4. The relative weight of each of these two examinations and other tasks shall be determined by the concerned department.

**Practical courses:**
College Councils shall, upon the recommendation of departmental councils, determine the distribution of grades and inform the Registrar’s Office of the procedures followed.

The above regulations shall not apply to courses that have a special nature of their own. Such courses and the methods of evaluation in them shall be specified by the College Council upon the recommendation of the Department Council. The Chancellor shall be informed of all decisions in this regard fully explained and justified.

All final course grades are evaluated numerically and in point average according to the following grading system:

<table>
<thead>
<tr>
<th>Grades</th>
<th>Percentage</th>
<th>Points</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td></td>
<td>4.00</td>
<td>A</td>
</tr>
<tr>
<td>85-89</td>
<td></td>
<td>3.50</td>
<td>B+</td>
</tr>
<tr>
<td>80-84</td>
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<td>3.00</td>
<td>B</td>
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<td>75-79</td>
<td></td>
<td>2.50</td>
<td>C+</td>
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<tr>
<td>70-74</td>
<td></td>
<td>2.00</td>
<td>C</td>
</tr>
<tr>
<td>65-69</td>
<td></td>
<td>1.50</td>
<td>D+</td>
</tr>
<tr>
<td>60-64</td>
<td></td>
<td>1.00</td>
<td>D</td>
</tr>
<tr>
<td>Less than 60</td>
<td></td>
<td>0.00</td>
<td>F</td>
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</table>

<table>
<thead>
<tr>
<th>Other Grades Designations</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
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<tr>
<td>P</td>
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<tr>
<td>NP</td>
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<td>FA</td>
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<td>WE</td>
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<tr>
<td>WF</td>
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<tr>
<td>IP</td>
</tr>
</tbody>
</table>

According to UOS Policies and Procedures regarding grading and assessment policy, the minimum passing letter grade is D.

If a student fails to attend a final examination without an excuse acceptable to the Dean of the College that offers the course, the student shall be considered to have failed that course.
15.1 Credit Awarding Policies

Policies for Awarding Credit Hours studied at UoS

In order for a student to be awarded the credit hours of a specific course, the student should satisfy the attendance regulations, course requirements, attend a final exam and achieve a passing grade. Policies related to these regulations are stated in the University Bylaws as quoted below.

According to UOS policies and procedures part of attendance:
1. Students shall attend all theoretical lectures, laboratory hours, and training sessions. They shall also participate in research sessions and sit for all examinations required in the courses in which they are enrolled.
2. If a student’s absences exceed 10% of total hours designated for one or more courses without an acceptable excuse, the instructor of the course shall issue a warning. If the absences reach 15% without an excuse acceptable to the College, the instructor shall issue a final warning with the Dean’s approval.
3. If absences reach 20%, the student shall be barred from sitting for the final examination(s). If the absence is caused by ill health or some other cause acceptable to the Dean, the student shall be given a withdrawal mark (W) in his/her transcript. All such cases shall be reported to the Registrar’s Office.
4. All absences, whether with or without an excuse, are calculated as part of allowable absences.

For details on the course requirements and examination regulations see Policies and Procedures Manual.

According to UOS policies and procedures part of Final Exam
1. If a student fails to attend a final examination without an excuse acceptable to the Dean of the College that offers the course, the student shall be considered to have failed that course.

According to UOS policies and procedures part of grading and assessment policy:
1. The minimum passing letter grade is D
2. Letter Grades shall be calculated as follows:

<table>
<thead>
<tr>
<th>%</th>
<th>Letters</th>
<th>Grade Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A</td>
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</tr>
<tr>
<td>Below 60</td>
<td>F</td>
<td>0</td>
</tr>
</tbody>
</table>
15.2 Policies for Awarding Duplicate Courses

According to the UOS policies and Procedures part Repeating Courses:

1. Students shall repeat all compulsory courses in which they have failed.

2. Students shall enroll again in the elective courses in which they have failed or in substitute courses listed in the study plan in force. In such a case the substitute course/s shall be considered a repeated course of the course in which the student failed in terms of calculating the semester and the cumulative averages.

3. To improve their CGPA, students may repeat a course they have already passed with an average of no more than C+.

4. No course may be repeated more than once if a student has obtained a passing grade in it.

5. When a student repeats a course, the higher grade is counted for him.

6. In all cases, all courses taken and grades obtained by a student shall be included in his/her academic record, with special mark attached to courses he/she failed or repeated, and which do not count for purposes of calculating his/her CGPA.

7. When a course is repeated, the credit hours allocated to it are calculated only once for purposes of graduation.

15.3 Instructor Role

The instructor shall prepare a detailed syllabus specifying the objectives, outcomes, content, teaching methods, evaluation, references, and additional readings required. The syllabus shall be handed out to students at the beginning of the semester and shall be kept in the course files in the college. Examination questions shall be:

1. in line with the objectives and outcomes stated in the syllabus.

2. commensurate with the time allocated for the examination.

3. clearly formulated and weighted.

4. varied to measure the students’ aptitude and skills in terms of recall,

5. comprehension, application, and analytical skill.

6. in the language in which the course is taught.

The final grade in any course shall consist of the grade obtained in the final examination plus all the other grades obtained during the semester. The general framework for examinations shall be as follows:

Purely or mainly theoretical courses:

1. 40-50% shall be reserved for the final examination, which shall be in writing, covering the entire contents of the course and realizing its objectives and outcomes and held at the times announced in the University calendar.

2. 50-60% shall be given to course work consisting of two written examinations, reports, research papers, quizzes, and any other tasks. The relative weight of each of these two examinations and other tasks shall be determined by the concerned department. The first examination shall be held in the sixth week of the regular semester or the third
Practical courses:
College Councils shall, upon the recommendation of departmental councils, determine the
distribution of grades and inform the Registrar’s Office of the procedures followed.
The above regulations shall not apply to courses that have a special nature of their own. Such
courses and the methods of evaluation in them shall be specified by the College Council upon
the recommendation of the Department Council. The Chancellor shall be informed of all
decisions in this regard fully explained and justified.
All final course grades are evaluated numerically and in point average according to the
following grading system:

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<td>1</td>
</tr>
<tr>
<td>Below 60</td>
<td>F</td>
<td>0</td>
</tr>
</tbody>
</table>

CGPA will be equivalent to the following grades:

<table>
<thead>
<tr>
<th>CGPA Points</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.70 - 4.00</td>
<td>Excellent</td>
</tr>
<tr>
<td>3.30 - 3.69</td>
<td>Very Good</td>
</tr>
<tr>
<td>3.00 – 3.29</td>
<td>Good</td>
</tr>
<tr>
<td>Below 3.00</td>
<td>Fail</td>
</tr>
</tbody>
</table>

15.4 Student Penalties
A. If the student brakes the rules of exams, breaches instructions provided by the instructor of
the exam, or intentionally breaks down the requirements of quietness, he is ordered to
submit his answer sheet to the instructor and leave the exam. The instructor in this case has
to report this breach at the end of the exam and submit it the dean of the college of the
student in order to proceed if an action is required.
B. In the event a student attempts to cheat in an exam, he/she shall be subject to all of the
following penalties combined:
1. He/she shall be given grade ‘F’ in the course in which he/she attempted to cheat.
2. His/her registration in the courses he/she registered in for the semester in which he/she attempted to cheat shall be cancelled.

C. In the event a student is detected cheating during an exam or a quiz, he/she shall be subject to the following penalties combined:
   1. He/she shall be given grade ‘F’ in the course which is the subject of the exam.
   2. His/her registration in the courses he/she registered in for the semester in which he/she attempted to cheat shall be cancelled.
   3. He/she shall be suspended from the University for the academic semester following the semester in which he/she was detected cheating, in which case the Summer semester shall not counted as an academic semester for this purpose. In addition, he/she shall not be given credit for any course(s) he/she studies at another university during suspension.

D. In the event the act of cheating is detected later on, the offender shall not be relieved from responsibility, and the case shall be referred to the concerned committee for investigation and deciding on the appropriate penalty.

E. In the event a student commits an act of plagiarism as outlined above, he/she shall be given grade ‘F’ in the course in which the violation takes place, and he/she shall have to repeat the same course without the possibility of taking an alternative course.

F. The student is required to attend all classes and participate in class activities and discussions. In case the student’s absence exceeds 10% of teaching hours, his teacher warns him. The student receives a final warning in case the absence reaches 15%; and finally, in case his absences reaches 20% of teaching hours he will be forbidden from the final exam and his grade will be recorded as fails in the course.

16. Graduate Assistants Policy

16.1 Purpose of Teaching Assistantship

Graduate Studies programs help the University to achieve its aims of excellence in teaching, research and community services. To contribute in achieving this goal it is important for the university to attract graduate students of exceptional professional promise, through Graduate Teaching Assistantships. While the student teaching assistant makes progress toward his Master’s Degree, he or she can also contribute to the educational activities of the university and gain experience in teaching, research and other academic services. The work experience of graduate students reinforces and enhances their academic development. The graduate assistant is expected to perform well academically to retain the assistantship. As an employee, the graduate student is expected to meet teaching, research and administrative obligations. She or he is to work under the supervision of experienced faculty and receive in-service training. The graduate assistant receives financial support for graduate studies by contributing to the teaching and the research mission of the university.
Graduate Student Assistantship should be used as a recruiting device to attract highly qualified students. The assistantship can be used effectively to the benefit of the academic community; can serve the eventual Ph.D. degree program, and can result in developing future faculty members for the university.

16.2 Workload

Teaching Assistants must be full-time graduate students and are assigned a workload of no more than 50% of their time, i.e. an average of 20 hours per week including the time spent in preparation, classroom and laboratory teaching, grading counseling students, administrative work, etc. Teaching Assistants are entitled to one-month summer vacation.

16.3 Duties and Responsibilities

The duties and responsibilities of teaching assistants vary according to the assigned courses as well as the nature of work available in the corresponding department. However, teaching assistants are typically expected to perform any of the following tasks, whenever applicable:
- Grade homework and lab reports.
- Conduct review sessions and study groups.
- Schedule and maintain regular office hours to meet with students.
- Assist in students' field trips.
- Conduct proctoring of midterm and final examinations and assist in other relevant administrative duties.
- Order or obtain material needed for classes.
- Other duties pertaining to the instructional mission of the university.

16.4 Eligibility for Appointment

Teaching Assistants are selected on the basis of their undergraduate studies performance and their academic promise to be effective instructors in their field of training and study. To be eligible for teaching Assistantships, graduate studies must have the following:
- GPA of at least 3.25/4 in undergraduate studies.
- Achieving the required criteria that are set by the relevant department in language and communication and computer skills. Teaching Assistants candidates are interviewed by the Department Graduate Studies Committee for the purpose of assessing their communication skills and their potential performance in teaching.

16.5 Assistantship Duration

Graduate students are given Assistantship on a yearly basis for a maximum of 3 years within which the teaching Assistant must complete his degree requirements. The yearly renewal of the assistantship is based on the progress and performance of the student, which includes maintaining of a minimum of 3.0 GPA as well as satisfactory performance in his duties.
16.6 Evaluation

Each department is responsible for the evaluation of the performance of the teaching assistants in their employment according to the corresponding job description and criteria. A recommendation on renewal is made to the Graduate Studies Council for approval.

17. Faculty Academic Promotion

17.1 Promotion Criteria

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

1. Research
2. Education (Teaching and Academic Advising)
3. University and Community Services

Research

This criterion refers to research and publications in the applicant's field of specialization.

Research admissible for purposes of promotion includes:

A. Research published (or accepted for publication) in recognized specialized or multidisciplinary periodicals and journals provided that such periodicals and journals are refereed and are in the applicant's field of specialization or a closely related field and are regularly published by universities, academic or scholarly societies, associations or academies, scientific research centers, or international publishing houses in accordance with standards approved by the University. A maximum of two articles, based upon master's or doctorate theses, for which the applicant was the main or associate supervisor, may 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. It is expected that the applicant publishes in different journals.

B. A maximum of two granted patents can be used for the promotion to the rank of Associate Professor and a maximum of three granted patents can be used for the promotion to the rank of Professor. Each patent is counted as Class (B) publication.

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

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

E. Published books that contribute to knowledge in the applicant's field of...
specialization provided that their contents are of a substantial nature. Such books must have been evaluated by at least two referees in the applicant’s field of specialization prior to publication and must have been published by a university, an academic association, or an international publishing house in accordance with standards approved by the University. A maximum of two such books may be considered for promotion.

F. Published university textbooks in the applicant’s field of specialization provided that their contents are of a substantial nature. Such books must have been evaluated by at least two referees in the applicant’s field of specialization prior to publication and must have been published by a university, an academic association, or an international publishing house in accordance with standards approved by the University. A maximum of one such textbook may be considered for each promotion.

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

H. Artistic and creative works of Fine Arts, Design and/or Media, for the Fine Arts, Design, and Communication specializations shall be considered for promotion purposes. In accordance with current policies & regulations for faculty promotion, each new creative work is considered equivalent to one research article provided that the work is documented in accordance with the criteria approved by the university. A maximum of two such creative works may be considered for promotion to the Rank of Associate Professor and a maximum of three for promotion to the Rank of Professor.

H.1. The creative works for Communication specializations that shall be considered for promotion purpose include:

1- Production of radio and television creative works (e.g. programs, documentaries, or drama),

2- New media creative works (e.g. website designs, or smart digital applications),

3- Media campaigns

4- Applied research.

These works could be done at the international, regional, or national level. The evaluations of each category are subjected to criteria approved by the university.
H. 2. The creative works for Fine Arts and Design specializations that shall be considered for promotion purpose include:

1- Participation in art biennial/triennial of creative art and design (e.g. painting, drawing, photography, sculpture, printmaking, fashion design, furniture design, interior design, graphic design)

2- Participation in solo exhibition of creative art and design (e.g. painting, drawing, photography, sculpture, printmaking, fashion design, furniture design, interior design, graphic design)

3- New media creative design (e.g. website designs, or smart digital applications) 4- Applied Research in Design.

These creative art and design works could be done at the international, regional or national level. The evaluations of each category are subjected to criteria approved by the university.

I. Under all circumstances, the total number of books referred to in items (D), (E)(F) and (G) above shall not exceed two for promotion to the rank of associate professor and three for promotion to the rank of full professor. All such books are counted as class (B) publications.

J. The publications of the applicant must carry, as first affiliation, “University of Sharjah “ while the applicant is working at University of Sharjah.

**Teaching and Academic Advising**

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

A. Effectiveness of the applicant's teaching according to student evaluations for courses taught at the University of Sharjah.

B. Effectiveness of the applicant's teaching according to peer evaluations of a sample of courses taught at the University of Sharjah.

C. The variety of courses taught by the applicant in his/her specialization at the University of Sharjah.

D. The applicant’s contribution to graduate studies (if offered in the concerned college) through teaching graduate courses and/or supervising theses/dissertations if applying for promotion to the rank of full professor.

E. The applicant’s contribution to developing study plans and programs, including proposing new courses or modifying already existing courses at the University of Sharjah.

F. The applicant's contribution toward improving the teaching process by introducing effective learning and teaching methodologies and writing instructional materials
based on preparing and/or publishing case studies or publishing the results of various applied teaching methodologies.

G. Utilizing modern educational technologies in teaching.

H. Organizing and participating in student academic advising.

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

**University and Community Service**

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

A. Serving on departmental, college and university committees.

B. Contributing to the activities of local, regional, or international academic and professional associations in the applicant's field of specialization.

C. Contributing to training and/or educational activities inside or outside the University.

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

**17.2 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 a minimum of five years as an assistant professor, of which at least one year has been at the University of Sharjah.

B. Submit a minimum of six original publications in his/her field of specialization, or a closely related field, of which at least three must be journal articles where the applicant is solo or main author. In the case of joint authorship, applicants are required to specify their contribution for each publication and verify this by the main author. The main author is determined taking into consideration the practice of the journals in the different categories (disciplines) and his field of specialization.

C. Have had at least three actually published articles.

D. Have had research articles accepted for publication or published while in the rank of assistant professor that have not been used to fulfill earlier academic degree requirements (i.e. Master’s or PhD degrees). A maximum of two journal papers published after obtaining Ph. D. and outside the period of Assistant Professor may be considered.

E. Have had at least two journal articles published (or accepted for publication) while working at the University of Sharjah.
F. Research for applicant applying to the rank of associate professor must include at least two journal articles published or accepted for publication in a class (A) journal in which the applicant must be solo or main author.

G. Candidates holding a PhD degree from a foreign university are required to include within their research at least three research journal articles published (or accepted for publication) in foreign journals of at least a class (B).

H. Have taught at the university level for the full period stated in item (A) above and received a minimum overall evaluation in teaching and academic advising of at least ‘very good’, corresponding to the form designated for this purpose.

I. Have contributed to university and community services and received a minimum overall evaluation in university and community service of at least ‘good’ corresponding to 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 has been at the University of Sharjah.

B. Submit a minimum of nine original publications in his/her field of specialization, or a closely related field, of which at least five must be journal articles where the applicant is solo or main author. In the case of joint authorship, applicants are required to specify their contribution for each publication and verify this by the main author. The main author is determined taking into consideration the practice of the journals in the different categories (disciplines) and his field of specialization.

C. Have had at least five actually published articles.

D. Have had research articles accepted for publication or published while in the rank of associate professor that have not been used to fulfill earlier academic rank or degree requirements (i.e. assistant professor rank, master’s or PhD degrees). A maximum of three journal papers published outside the period of Associate Professor may be considered, provided the applicant has the rank of Associate Professor before submitting these journal papers.

E. Have had at least four journal articles published or (accepted for publication) while working at the University of Sharjah.

F. Research for applicant applying to the rank of full professor must include at least three journals articles published in class (A) journal in which the applicant must be solo or main author.

G. Candidates holding a PhD degree from a foreign university are required to include within their research four research journal articles published (or accepted for publication) in foreign journals, at least two of which must be a class (A) journal.

H. Papers submitted, after the central promotion committee approves the applicant file for promotion to the rank of Associate Professor to be sent to referees, are considered for promotion to the rank of Professor.
I. Have taught at the university level for the full period stated in item (A) above and received a minimum overall evaluation in teaching and academic advising of at least ‘very good’ corresponding to the form designated for this purpose.

J. Have contributed to university and community services and received a minimum overall evaluation in university and community service of at least ‘good’, corresponding to the form designated for this purpose.

17.3 Criteria for Accrediting Periodicals and Journals for Promotion Purpose

Academic periodicals and journals must meet the following conditions:

1. Periodicals and journals must be published by universities, specialized academic associations, scientific research centers, or international publishing houses. Publishers must be well recognized with high quality publications and reputation.

2. Periodicals and journals must have a specialized editorial board with a membership consisting of academicians of high academic standing.

3. Periodicals and journals must require articles to be refereed before publication by at least two referees who are not from among the editorial and/or consultative boards and should explicitly state their refereeing process. The promotion committees may request applicants to submit all communications with the editors including referees reports if deemed necessary.

4. Periodicals and journals must publicize their regulations for publishing studies and research articles.

5. Periodicals and journals must state that published research meets established scientific publishing standards in terms of organization, citations/referencing, and editing.

6. Periodicals and journals must be issued regularly and be in circulation.

7. Periodicals and journals must have a national or international standard serial number (ISSN,...).

8. Periodicals and journals must have been regularly issued for at least three years prior to publishing the applicant’s article.

9. In addition to the criteria mentioned above, journals shall be ranked for the purposes of promotion according to the following three classes:

1. Journals in SCOPUS database are classified (A) if their SJR metric is in the top 20 % in the journals category in the field of specialization of the applicant, provided these journals are listed in the ISI database and have impact factor. The rest of journals in that category in the SCOPUS Database are classified (B).

2. Papers written in English Language which are not in SCOPUS Database with SJR metric are not counted.

3. For papers written in Languages other than English, the University Promotion Committee classifies the corresponding journals (which are not in the SCOPUS
Database with SJR metric) submitted by the applicant. For future publications, potential applicants should request, from the University Promotion Committee, the classification of the journals to which the applicant is planning to send his/her papers to, before submission.

17.4 Promotion Procedures at the Departmental Level

The following procedures shall be followed at the departmental level for the promotion of faculty members:

A. Applications for promotion (using the form designated for this purpose) may be submitted to the department chairperson during the first week of January, April, or October of each year. Applicants should attach a dossier with their application including their curriculum vitae (CV), research submitted for promotion, evidence of the applicant’s contribution to teaching, academic advising, and university and community service and a summary of the applicant’s contribution in the area of scientific research. The chairperson shall present promotion applications to the Department Academic Promotions Committee.

B. The Department Academic Promotions Committee’s membership shall include at least three departmental faculty members holding an academic rank equivalent to or higher than the academic rank for which the applicant is applying. Please note that the members of this committee should not be members of higher level committees (for the same purpose) and that the committee should be chaired by the department chairperson (if a full professor), or by another full professor in the department if the department chairperson is not a full professor. In the case that there are no full professors within the department, the chairperson may chair the committee when reviewing promotion applications equivalent to his/her own academic rank.

C. The Department Academic Promotions Committee shall review promotion applications to determine the extent to which each application satisfies the promotion criteria. The committee may request additional information and supporting documents from applicants pertaining to the dossier presented to the committee. The committee shall prepare a detailed report including the results of its review of applications and its recommendations on whether or not to proceed with the promotion process. If it is recommended to proceed with the promotion process, the chairperson of the department shall forward the committee’s report (together with the application dossier) to the college dean within one month from the date that the department chair received the application.

D. If the number of faculty members in the department holding a rank equivalent to or higher than the desired rank for promotion is less than three, the college dean, in consultation with the chair, shall select faculty members from outside the department. The committee
should have at least three members, and external faculty members must be in the same field as the applicant and of the same academic rank being applied for or higher.

17.5 Promotion Procedures at the College Level

The following procedures shall be followed at the college level for the promotion of faculty members:

A. In September of each year, the College Council shall form a committee for promotion, called the College Academic Promotions Committee, which shall be chaired by the dean of the college if a full professor or another professor in the college if the dean is not a full professor. The committee shall include a full professor from each department in the college. In case there are no full professors in a particular department, an associate professor from the concerned department may be a member of the committee. Under all circumstances, however, associate professors shall not participate in reviewing the promotion of applicants to the rank of full professor.

B. The College Academic Promotions Committee shall review promotion applications from the various college departments to determine the extent to which candidates meet the requirements for promotion. The College Academic Promotions Committee may request additional information and supporting documents from applicants pertaining to the contents of the applicant’s promotion dossier. The College Academic Promotions Committee shall prepare a detailed report containing results from its review of applications and its recommendations on whether or not to proceed with the promotion process. If it is recommended to proceed with the promotion process, the college dean shall forward the committee’s report and a list of potential referees (together with the applicant’s promotion dossier and the report from the concerned Department Academic Promotions Committee) to the chairperson of the University Central Committee for Promotion within one month from receiving the report from the Department Academic Promotions Committee.

C. The college dean, in consultation with the department chairperson, and full-professor members of the College Academic Promotions Committee, shall suggest a list (for each applicant) of ten referees holding the rank of full professor in the applicant’s field of specialization from outside the UAE. None of the referee nominees shall have supervised research done by the applicant, whether at the master's or the PhD levels, or co-authored any studies or research by the applicant. The college dean shall attach with the list of referees the CV of each potential referee, indicating his/her current position, specialization, and recent publications.

D. If the number of members on the College Academic Promotions Committee holding a rank equal to or higher than that being sought for promotion is less than three, the dean shall follow the same procedure mentioned above at the departmental level.
17.6 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 shall be formed called the University Central Committee for the Promotion of Faculty Members, which shall be chaired by the Chancellor or whomever he delegates. Its membership shall include at least six full professors from the various University colleges.

B. The University Central Committee for the Promotion of Faculty Members shall review promotion applications from the various colleges to determine if each application satisfies the promotion criteria, taking into consideration the reports of the College Academic Promotions Committee and that of the Department Academic Promotions Committee. The committee may ask the applicant for additional information and supporting documentation pertaining to the contents of his/her promotion dossier.

C. The Chancellor or his deputy shall select four referees from the referees nominated by the college or others specialized in the field to evaluate whether or not an applicant’s research complies with the promotion criteria. The Chancellor or his deputy may add the names of other specialized referees after consulting with the members of the Central Promotions Committee. The Chancellor or his deputy shall be in charge of corresponding with the referees.

D. Each referee shall be sent a copy of the applicant's CV, the University’s promotion by-laws, the research accepted for promotion by the Central Promotions Committee, and a designated questionnaire for evaluating the applicant’s research. The Chancellor or his deputy may send the dossier to a replacement referee if any of the original referees do not respond within a period of three months.

E. The University Central Committee for Promotion shall review and discuss the evaluation results after receiving the responses from at least three referees for each case. The committee shall make its recommendation in accordance with the following:

1. The minimum overall average of the three referees evaluating the research of an applicant for promotion to the rank of associate professor must be at least 75%.

2. The minimum overall average of the three referees evaluating the research of an applicant for promotion to the rank of full professor must be at least 80%.

F. The Chancellor shall refer the recommendations of the University Central Committee for Promotion to the Deans Council for consideration. The decision of the Deans Council to promote an applicant or not shall be made by vote of a simple majority of the full professor
committee members in attendance at the meeting and, in the case of promotion to the rank of associate professor, a simple majority of the full professors and associate professors in attendance.

G. The Chancellor shall forward the decision of the Deans Council to promote an applicant to the Board of Trustees for approval. The Chancellor shall be responsible for issuing the Board of Trustee decisions that approve promotion cases. Promotion of candidates shall be effective as of the date of Chancellor’s issuance of these decisions.

H. If the Central Committee, the Deans Council or the Board of Trustees does not approve a promotion, the Chancellor shall notify the applicant of this decision in writing. In such case, the concerned faculty member may reapply for promotion after at least one year has passed from the date of his/her notification. This is with the provision that the re-applicant must present a minimum of two new journal articles for the rank of associate professor, for which he/she is the sole or main author of at least one, and one of the articles must have been published (or accepted for publication) in at least a class (A) journal. For the rank of full professor, the re-applicant must present three new journal articles, for which he/she is the sole or main author of at least two, and two of the articles must have been published (or accepted for publication) in a class (A) journal.

17.7 Preparing the Promotion Dossier

The applicant is required to submit three hard copies and a soft copy of the promotion dossier. Each copy should contain the following:

1. A completed printed application form.

2. The applicant's curriculum vitae (CV), indicating academic degrees and the dates each was obtained, academic ranks the applicant attained both before and after joining the University of Sharjah, all research submitted for promotion, teaching experience, academic advising and university and community service.

3. Copies of research work submitted for promotion.

4. Sufficient information about the journals and periodicals, in which the research work has been published (or accepted for publication), including the editorial board, refereeing process, publishing policies, whether or not the journal or periodical is indexed in SCOPUS (with SJR) and ISI (with Impact Factor), the name of the institution publishing the journal or periodical.

5. A list of the research submitted for promotion including citations for various research publications.
6. Evidence to prove the applicant's contribution to teaching and academic advising, including peer evaluation reports and student evaluations.

7. Evidence to prove the applicant's contribution to university and community service.

17.8 General Provisions

A. The University of Sharjah does not take into consideration the promotion or academic ranks granted to faculty by other universities while working at the University of Sharjah except in the case of official secondment and provided that the published research works comply with University of Sharjah criteria.

B. An assistant or associate professor may apply for promotion to a higher rank four months prior to completing his/her term (at the lower rank) if the other conditions required for promotion to the higher rank have been fulfilled.

C. If the procedures of promotion are completed before the end his/her required term (at a lower rank), the date for promotion to the higher rank shall be at the end of this period.

D. A faculty member who produces a substantial (at least double the number of the required publications for the rank) amount of research may apply for promotion after completing four years in the academic rank required for promotion to the higher rank.

E. All correspondence pertaining to the promotion process at the departmental, college, and university levels shall remain confidential.

F. No individual may participate in evaluating the academic contribution of an applicant for promotion at more than one level. Upon submission of a written request to the Chancellor, an applicant for promotion has the right to request review of any promotion committee’s recommendations (departmental, college or university) if any committee has rejected the application for promotion provided that the applicant demonstrates evidence of procedural irregularities in the evaluation of his/her promotion application.

G. For faculty member who applies for promotion two times without obtaining positive results, pursuant to external evaluator reports, the Chancellor shall have the discretionary powers either to have their contract terminated or to have it transferred to the "teaching track", provided their evaluation highlights distinction in teaching and community service in accordance with the provisions of Article (5) in the President’s Decision No. (3) of 2019 in the Faculty Bylaws.

17.9 Policy on Misconduct in research

Professional integrity is of core importance at all reputable educational institutions including research institutions and universities. The University of Sharjah is responsible for providing a suitable environment that fosters intellectual and professional integrity and honesty and therefore does not tolerate misconduct in any aspect of research or scholarly endeavor. The University’s policy is based upon the following professional and ethical standards that have been well established in the field of research:
• Applying scholarly and scientific rigor and integrity in obtaining, recording and analyzing data and in reporting and publishing results (not fabricating or falsifying data or results).
• Recognizing the substantive contributions of all collaborators (e.g. using the unpublished work of other researchers and scholars only upon their consent and providing them due acknowledgment).
• Ensuring that the authorship of published work includes all persons who have materially contributed to and/or share responsibility for the contents of the publication, and only those persons.
• Obtaining written consent from authors before using new information, concepts or data originally obtained through access to confidential manuscripts or applications or through refereeing or participating in refereeing projects submitted by other researchers with the aim of securing project funding.
• Obtaining approval from the Research Ethics Committee before engaging in any research that involves human and animal subjects and complying fully with the approved research protocol in performing such research.
• Stating in writing to research sponsors (whether this university or another), journals or funding agencies, any material conflict of interest (financial and/or other) that might influence a sponsor’s decision or a sponsor’s request of an individual to review research or research project funding applications, test products or to undertake work sponsored by external sources.

Misconduct in research is not limited to any deviation from the above stated standards. It is the University’s responsibility to investigate all allegations of misconduct in research involving any researchers at the University and to take any appropriate action necessary in a prompt and effective manner. For more details on the University’s research code of conduct, faculty members may refer to the University’s detailed policy on this matter.

18. Handling Student Code of Conduct Issues

18.1 Students’ Rights and Responsibilities

Governed by the University bylaws and defined policies and procedures, the following students’ rights and responsibilities are defined:

Student Rights:
• Pursue academic education as long as the student is satisfying the eligibility criteria and adhering to the academic standards.
• Receive education in professional, supportive, equal and safe academic environment
• Be clearly informed of study plans and related bylaws, policies and procedures
• Have access to University facilities, services and learning resources
• Have access to related personal and academic records and have protection against unauthorized disclosure of confidential data
• Enjoy the benefits of student services
• Form and participate in student activity associations and clubs as described in the by-laws
• Membership and nomination in Student Union as indicated in the bylaws
• File a grievance when feeling treated unjustly by the disciplinary committee
• Submit an appeal to review grading of an examination as governed by the bylaws

Student Responsibilities:
• Adhere to all applicable University bylaws and laws of the Emirate of Sharjah and United Arab Emirates
• Respect Islamic ethics and cultural values of the UAE
• Uphold and maintain academic honesty and integrity
• Perform all academic obligations and be an active participant in the learning environment and the welfare of the university community
• Use university property and facilities in a manner that is responsible and mindful of the rights of others
• Respect the right and dignity of faculty members, university staff, students and others within and outside of the university community
• Provide the University with correct personal data and authentic documentation and update it whenever applicable

To help students and faculty learn what constitutes scholastic dishonesty and how to maintain academic integrity, all students of the University have access to the following:
1. Students rights and submitting a grievance
2. By Law of discipline
3. By law of scientific associations
4. By law of activity associations and clubs
5. Financial aid program
6. By law of Residence

18.2 Student Code of Academic Integrity

The University of Sharjah takes pride in adopting the Arab and Islamic culture and values in all aspects of its activities and operations. Principles of ethical code of conduct and integrity are binding to all academic community at the University. The honor system is designed to foster these principles and to develop in students’ rigorous standards of personal integrity by placing on students the primary responsibility for academic honesty. Faculty members have a general responsibility to make students aware that the honor code governs all their academic work at the UoS as well as to validate the integrity of any work submitted by the students. The Deanship of Students Affairs is responsible for investigating allegations of misconduct, both behavioral and academic, and for implementing the discipline process. To help students and faculty learn what constitutes scholastic dishonesty and how to maintain academic integrity, a portion of the Academic Violations section of the Student Handbook is dedicated to educating students about plagiarism, complicity in academic dishonesty, and cheating.
Staff in the Dean of Students Office proactively promotes compliance with standards of academic integrity and conduct as outlined in the UOS Student Code of Conduct. These policies are available in the UoS Student Catalog and by-Laws. The Dean of Student Affairs works closely with the faculty to focus on academic integrity. Staff in the office also provides outreach through workshops and presentations at orientation programs for students and faculty and, upon request by professors, in-class presentations.

18.3 Violations of Students Code of Conduct

While it is not possible to cite all regulations that students might violate, however, below are some of the University violations that call for discipline:

1. Breaking the laws and the explicit rules of the University

2. Misbehaving in classrooms, laboratories, libraries and all other places in the University

3. Plagiarism: Plagiarism is the act of stealing someone else’s property and claiming it as one’s own. This property might be a paper, a book, an idea, a computer program, an experiment, an exam paper, an answer, etc. Being free, a person is entitled to act in accordance with one’s beliefs, but it is wrong to plagiarize. Therefore, a person caught plagiarizing or stealing will be subjected to the University’s code of conduct and will be punished accordingly. Students are alerted to this misdemeanor and are encouraged to behave properly and avoid exposing themselves to the consequences of this unethical and illegal behavior.

4. Inappropriate collaboration: The norm is that close collaboration with others on academic work requires acknowledgement of other collaborators. Inappropriate collaboration involves working with others in developing, organizing, or revising a project, which might be a paper, a presentation of a research or design project, or a take-home examination without acknowledging their help.

5. Dishonesty in examinations and submitted work: All academic work and materials submitted for assessment must be the work of the student. Cheating is not limited to copying from others’ work and giving unauthorized assistance, but it also includes the use of devices or procedures for the purpose of achieving false scores on examinations. Students are prohibited from submitting any material prepared by, or purchased from, another person or company.

6. Work completed for one course and submitted for another: Students may not present the same work for more than one course. Students are reminded that when incorporating their own past research in current projects, they need to document such previous work.

7. Deliberate falsification of data: Students must not deliberately falsify data or distort supporting documentation for course work or other academic activity.
8. Interference with other students’ work: Students may not intentionally interfere with the work of others by sabotaging laboratory experiments, research or digital files, giving misleading information or disrupting class work.

9. Copyright violation: Copyright laws govern practices such as making use of printed materials, duplicating computer software, duplicating images, photo duplicating copyrighted material, and reproducing audio-visual work. Such practices must be observed. The code of conduct forbids theft and the unauthorized use of documents.

10. Complicity in academic dishonesty: Complicity in academic dishonesty consists of helping or attempting to help another person commit acts of academic dishonesty or willfully assisting another student in the violation of the academic code of conduct. It also involves pre-meditated and intentional acts, such as doing the work, designing or producing a project, willfully providing answers during an exam, test or quiz for other students; calling a student on a mobile telephone while taking an exam; providing a student with an advanced copy of a test; leaving inappropriate materials behind at the site of an exam or test; altering the outcome results of an exam, and so on.

19. Scientific Research Affairs

19.1 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. In addition, The Office of the Vice Chancellor for Research and Graduate Studies (VCRGS) is the leading administrative entity that organizes and supervises all activities of research, development and innovation at UOS. The VCRGS has extensive responsibility and supervision for the development and implementation of all policies and procedures pertaining to the administration and execution of research across all disciplines at the university. The VCRGS works closely with the chancellor, the institutes’ directors and college deans, and others administrative units to identify and ease obstacles to research, as the university pursues its strife for excellence in research and education. Below is the Organizational Chart of the VCRGS:
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 the following goals:

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

19.2 Organization

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

1. Research Funding Department
2. Research Groups Department
3. Research Publishing 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.

19.3 Research Institutes
There are three research institutes at UOS each is led by an institute director who works closely with research centers, research, groups, an executive committee, a number of administrative assistants, researchers, post-docs and assistants to organize and conduct research works.

Research Institute for Medical and Health Sciences (RIMHS)
The Research Institute of Medical and Health Sciences (RIMHS) at the University of Sharjah is an integral part of the Office of the VCRGS. RIMHS is at the cusp of a new era of cutting-edge research that capitalizes on the innovative and resourceful faculties of medicine, dentistry, pharmacy, health sciences and biotechnology. RIMHS strives to conduct innovative, multidisciplinary applied biomedical research relevant to human health that addresses national priorities by enabling broader scientific discoveries and contributing to UAE growing knowledge-based society.

Research at RIMHS has been subdivided under: 1) Research group’s activities whether clinical or basic research. 2) Internal and External Advisory board members who will oversee the productivities of the groups, recruitment of researchers and responsibility for the institute’s strategic planning. The Institute comprises the following entities and programs: research centers, research laboratories, research groups, and research service facilities. Research centers include: (1) Sharjah Institute for Medical Research, (2) Public Health Research Center, and (3) University of Sharjah Center of Excellence for Diabetes, Endocrinology and Research.

Research Institute of Sciences and Engineering (RISE)
The Research Institute of Sciences and Engineering (RISE) was established in September 2014 to help position the University of Sharjah as a science and technology research and innovation hub in the UAE and the region. RISE mission is to facilitate, support, streamline, strengthen and otherwise serve the research and training needs of the UOS researchers, students, and stakeholders through promoting quality research and innovation in priority science and engineering areas that are aligned with and serve the sustainable development needs of Sharjah, the UAE and the region.

RISE comprises the following entities and programs: research centers, research laboratories, research groups, research service facilities, and interdisciplinary graduate programs. Research centers include: (1) Center for Advanced Materials Research, (2) Renewable Energy Technologies Research Center, (3) Sustainable Infrastructure & Built Environment Research Center, (4) Information, Communication and Network Technologies Research Center, (5) Water
and Environment Research Center, and (6) Geographic Information Systems and Remote Sensing Center.

**Research Institute of Humanities and Social Sciences (RIHSS)**

The Research Institute of Humanities and Social Sciences (RIHSS) was established in September 2014 to support and advance research across all disciplinary areas of the humanities and social sciences at UOS. RIHSS seeks to play a leading role in conducting quality research in the humanities and social sciences that will benefit the local community and the region as a whole. RIHSS also strives to serve the community through establishing strategic collaboration with local, regional and international research organizations. The institute comprises the following research centers: (1) Sharjah Islamic Center for Economy and Finance Studies and (2) Applied Sociology Research Center.

### 19.4 Research Support Units and Departments

**Research Funding Department**

The Research Funding Department (RFD) is responsible for pre-awards and post awards administration of research projects’ funds. The department provides support to faculty, students’ research projects and research groups as it facilitates the procurement of research funding and publication of research works. The department processes internal and external research funding to ensure compliance with University bylaws and regulations and manages the processing of approved research projects, including purchasing and the reallocation of funds. The department assists faculty on internal and external grant writing and checks the progress of the research projects including meeting deadlines, achievement of project outcomes and the submission of the final reports. It maintains an online database for all research activities of researchers including research grants history, refereeing results activities, project budgets, project investigator and grant applications. The department maintains also a database for all the purchased research assets including software and equipment.

**Internal Funding:**

As part of its research strategy, UOS supports all research activities through funding research projects conducted by its faculty and students. Internal funds are divided into the following categories:

1. **Seed Research Grant**: Provided to newly-appointed faculty members to commence their research activities at the University;
2. **Competitive Research Grant**: Provided to researchers on a competitive basis following a process of review and evaluation of research proposals by peers;
3. **Targeted Research Grant**: Provided to researchers in Research Centers, Research Laboratories and Research Groups on a competitive basis following a process of review and evaluation of research proposals by peers; and
4. **Collaborative Research Grant**: Jointly funded by the University and public and private organizations and are awarded on a competitive basis following a process of review and evaluation of research proposals by peers.
In addition to this, internal funding comprises collaborative research grants, research visits grants, summer stay research grants, extra conference participation grants, researchers' hosting grants, exchange student researchers grant, as well as grants for graduate research assistants.

Scientific Publication Unit
The main objectives of the scientific publication unit include enhancing the university reputation and achieving its objectives through quality scientific publication which aims at contributing to the development, enrichment and dissemination of knowledge through publication of original scientific research outcomes, in addition to making these publications accessible to the academic community and to the general public. The university currently issues the following peer-reviewed scientific publications: (1) refereed scientific journals issued in three series (UOS Journal of Humanities and Social Sciences, UOS Journal of Law Sciences and UOS Journal of Shari'a Sciences); (2) refereed authored books; (3) refereed scientific technical reports; and (4) refereed conference and symposia proceedings.

Technology Transfer Office
The Technology Transfer Office (TTO) was established in the academic year 2017-2018 for the purpose of managing all Intellectual property matters related to research activities and outputs at UOS. The TTO helps achieve the UOS mission and vision of research excellence and innovation by providing the framework that governs the ownership, disposition, use and commercial development of inventions, discoveries and creative works made at or under the auspices of UOS. It also provides the framework for protecting the intellectual property rights of its faculty, staff and students and licensing them to parties outside the university.

Research Support Services Coordinator
The post of the Research Support Services Coordinator has been created by the VCRGS in 2016-2017 academic year to give different types of technical and logistic support to researchers and to help in completing various research-related tasks for the office of the VCRGS, the research institutes, the scientific publication unit, the compliance office, EMAG, the research funding department and any other academic or administrative entity whose work pertains directly or indirectly to the Office of the VCRGS. The research support services coordinator also helps researchers locate external funding opportunities and he is the administrator of SPIN, the largest funding opportunities database in the world, to which UOS is subscribed.

Research Priority Areas
All research activities of research institutes are carried out in light of UOS’s vision and programs to target research priority areas that address the most challenging issues facing the local and global community today. Each institute has identified a list of research priority areas that provide a platform for disciplinary and multidisciplinary research that aims at achieving significant national and international impact. Following are the details of these areas per institute.
RISE Research Priority Areas:
The following are the broad priority research areas of RISE. These areas were identified based on research interest and productivity of university researchers, Sharjah and UAE research priority areas in sciences and engineering, and community development needs: advanced/nano materials research, water and environment research, renewable energy and energy efficiency, sustainable infrastructure and built environment research, artificial intelligence, cyber security as well as biomedical engineering and bioinformatics.

RIMHS Research Priority Areas:
The themes of RIMHS Research Centers are interrelated in a closed loop and serve as a hub for biomedical investigation in UOS to facilitate the process of clinical translational research and discovery by adopting advanced technologies. Its aim is to advance the understanding of mechanisms of diseases, to develop preventive, diagnostic and therapeutic tools and to improve the health outcomes of the UAE community. Preliminary challenges to be confronted at RIMHS are related to: epidemiological/clinical research and genetic studies on UAE prevalent diseases like diabetes and cancer, inflammatory disorders, experimental therapeutics and immunological disorders, as well as molecular and system biology of cancer.

RIHSS Research Priority Areas:
The priority research areas in the field of humanities and social sciences are the following: (1) Business Islamic Finance; (2) Mass Media and Communication; (3) Social work and Social Policy; (4) Public Relations and Institutional Communication; (5) Criminal Justice; (6) Islamic Studies; (7) Family Relations (Divorce, Marital Adjustment); (8) Housing Programs in UAE; (9) Education and Psychological Problems; and (10) Innovation and Entrepreneurship.

19.5 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.

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.

There are currently 62 active research groups at UOS working under the administration and supervision of the three research institutes (RIMHS, RISE and RIHSS). These groups have great
support from the institutes’ directors and from the Office of the VCRGS. Following is a list of research group names organized by institutes:

RIMHS Research Groups:

RISE Research Groups:

RIHSS Research Groups:
Social, Educational, and Health Problems Research Group, Hadeeth Studies Research Group, Mass Media: Applications and Effects Group, Public Relation and Institutional Communication Group, as well as Business and Islamic Finance Quality Group.

Research Labs and Facilities
The research institutes at the UOS have state-of-the-art labs equipped with the latest technologies for conducting up-to-date and advanced research. Research facilities available at the RIMHS include: labs and equipment for the study of cancer, diabetes, genetic diseases, drug design and discovery, etc., such as: the molecular imaging platform, animal facility, drug design and discovery research labs, the inverted microscope system, high-performance liquid chromatography, and many other facilities. RISE’s core facilities include: advanced materials research lab, renewable energy research lab, high performance computing facility, integrated analytical lab, university of Sharjah seismic station, Transportation and pavement research lab, functional nano-materials synthesis lab, as well as the multi-purpose and multi-functional workshop.
19.6 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 Committees in the Colleges (members)
4. Director of the Central Laboratories (member)
5. Head of Research Department (member)
6. Any new member the Chairman chooses to add to the Board
7. 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:
1. Developing scientific research policies and proposals at the University.
2. Approving periodic reports on scientific research at the University.
3. Approving decisions on funding research projects for faculty members and graduate students based upon recommendation from the College of Graduate Studies and Research.
4. Following up scientific research projects in collaboration with the College.
5. Approving funding decisions for major research equipment upon recommendation by the College.
6. Approving decisions related to registering and re-registering research groups at the University.
7. Approving the annual research budget for research grants, research groups and major research bodies at the University upon recommendation of the College.
8. Identifying the foundations of cooperation in the field of scientific research and agreements with scientific institutions inside and outside the UAE.
9. Handling issues pertaining to the ethics of scientific research.
10. Dealing with issues related to intellectual property.
11. Considering any other matters related to scientific research.

19.7 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.

19.8 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.

External Grants:
Research activities and projects at UOS are also externally funded by a number of UOS local and international partners from the public and private sectors. External funds are also managed under the supervision of the VCRGS, institutes’ directors and the Research funding department. Examples of external funders include: National Science Foundation: Emirates Foundation, Qatar Foundation, the British Council, the European Union, Al-Jalilla Foundation, Boehringer Ingelheim Pharmaceutical Company, Sharjah Research Academy, Swedish Foundation for International Relations, Sharjah Electricity and Water Authority, UAE Space Agency, Terry Fox Foundation(Canada), Harvard Medical School-Global Health, Sanofi-Aventis Pharmaceutical Company, GSK Pharmaceutical Company, Sheikh Hamdan Medical Award, National Science Foundation, and KEF Holding.

19.9 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.

19.10 Scientific Publishing at 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.

19.11 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.

19.12 Scientific Research Procedures and Regulations

1. The University supports specialized, competitive, collaborative and targeted research projects of a 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 University’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 Deanshio 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 extended 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 complete 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 research 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
   b. Join as associate members without having the privileges given to University members.
   c. 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.
   d. 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.
   e. Research groups are registered for three renewable years. Renewing a group is dependent on the group’s performance, University policy, approval of the Board and approval of the Chancellor.
   f. Research groups may receive an annual grant commensurate to the group’s performance as per the regulations adopted for that purpose.
   g. 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.
   h. 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.
   i. 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.
   j. 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.
   k. 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.
I. 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.

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 members 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:
      - An invitation from the host institution.
      - Submission of a visiting schedule.
- Details of the research project from the host institution.
- Submission of the applicant’s CV.
- 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 approval 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.

19.13 College of Graduate Studies

In 2006, the College of Graduate Studies (CGS) was established at UOS to execute, support and sponsor all graduate programs in the university. Since then many changes have been introduced to the structure, duties, aims and directions of the graduate studies to cope with the strategy of the UoS. Today, the CGS at the UoS is executing 38 masters, 15 PhD programs and two professional degrees in the different scientific fields, all of them are accredited by the Ministry of Higher Education in the UAE and some are recognized by international accreditation bodies while many others are in the pipe line. Parallel to this, the CGS continues to support the growth and development of graduate studies through the establishment of multidisciplinary programs and through offering joint graduate programs with reputable international institutions. In response to the increasing demand for offering graduate programs in different specialties and to implement the vision and mission of UoS, the number of graduate programs has increased in the last seven years from 24 (17 masters and 7 PhD) in 2014 to 53 (38 masters and 15 PhD) in 2021. Moreover, many other programs in pharmacy, dentistry, health sciences, engineering and sciences are in progress. The increase in the number of graduate programs has led to the increase in the number of enrolled graduate students in the offered programs. The total number of students registered in the different programs increased over the last seven years from 833 in the academic year 2014-2015 to 2523 in the academic year 2020-2021. The number is expected to increase even more in the next academic year.

To attract and retain high-quality students in graduate programs, the UOS annually offers a number of teaching assistant and research assistant scholarships for high-merit students. While this helps students financially, it enables them to build up their academic and research skills through teaching and research activities. The number of scholarships offered by UOS in the last three years has substantially increased. This is added to offering health insurance benefits, accommodation within the university, and giving the opportunity to get a job at the university, which will attract high-quality national, regional and international students.

20. Facilities and Services

20.1 Human Resources Department

The Department of Human Resources (HR) serves faculty members and administrative staff in all affairs related to their employment. This is achieved through the application of procedures that 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. The HR Department assesses the needs of the University for human resources (faculty and
administrative staff members) and creates plans and programs to ensure the timely provision of outstandingly qualified people. 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:

1. Meeting the University’s needs for qualified and experienced personnel in various employment areas and specialties.
2. Developing the expertise, capabilities and skills of faculty and administrative staff through providing training and qualifying programs.
3. Preparing and developing plans and programs for job advancement and mobility with the aim of lowering staff turnover and attracting qualified personnel.
4. Preparing and upgrading job descriptions for various units in the university (in coordination with those concerned).
5. Proposing and implementing the plans for the Emiratization of jobs in various departments and units of the University.
6. Implementing and activating periodic performance evaluation of University staff.
20.2 Facilities Management and Planning Department

The Facilities Management and Planning Department’s mission is to support the University’s educational vision by planning, developing and maintaining the University’s assets and campus infrastructure to create an environment of exceptional quality where learning and research thrive.

The facilities management and planning department provides the following services:

1. Facilities management and maintenance activities
2. Projects management
3. Space management
4. Campus development
5. Events support services
6. Key / access system
7. Occupational health & safety
8. Faculty housing

In addition, the Facilities Management and Planning Department’s support the academic staff by jointly working on research projects and providing internships for students and newly graduates. We work towards not only a well-maintained campus but also an aesthetically appealing and inviting learning space.

20.3 Services 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 ethical 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.
The Business Services Department’s main duties include supplying administrative services to faculty and staff members as it provides all required logistics services. The Department is composed of three entities: Security Unit, Mailroom, and Transportation Section.

**Security and Safety Unit**
The Security and Safety Unit is in charge of safeguarding security in the campus around the clock. This Unit is entrusted with protecting all facilities and buildings and with the safety and security of students and the university community in general. The Security & Safety Unit is concerned with the procedures required for protecting the buildings and facilities from fire. In addition, the Unit is in charge of distributing car stickers (entry permits) to faculty, staff and students, as well as providing faculty and staff with access cards for university buildings' main gates to be used after work hours and during vacations upon approval of the University Administration.

**Transportation Unit**
The Transportation Unit provides a variety of services to move students, staff, and faculty conveniently. More specifically, the Unit provides the services needed for official visits and conferences. It also provides means of transport for a period of two weeks for new faculty enabling them to complete their transactions. It also administers regular trips within the Emirates of Sharjah and Ajman to transport employees in addition to trips for faculty members who live in the campus.

**Mail Office**
The Mail Office manages mailing services throughout the University. It receives mail from all the University units and conveys it to the main post office. It also sends and receives internal and external parcels and receives national newspapers and distributes them throughout the University.

**20.4 Medical Services Administration**
After the official startup 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 that meets the satisfaction of the University Community with the aim of strengthening the University.

**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, M2
- Women’s Clinic: Women’s Campus, W2
- 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).

20.5 **University Libraries**

University of Sharjah run eleven libraries spread over the main campus and the branches of the University of Sharjah. The main objectives of the University of Sharjah Libraries are to support teaching, learning and research activities at the university, through the provision of knowledge-based and up-to-date information resources. Libraries’ resources are housed in eleven highly attractive, state of the art buildings that occupy more than 30,000 square meters of space on the main campus and at satellite branches. Library buildings offer users ample study and computing common areas; group study rooms, halls for meetings, seminars and conferences; classrooms; faculty development centers; prayer rooms; and executive meeting rooms. UOS Libraries applies international standards and implements modern technologies in all functions and services.

With a hybrid collection that includes a broad range of resources in various formats, print resources as well as electronic ones, UOS Libraries are considered one of the most comprehensive libraries in the region. The collection includes books, periodicals, online databases, multimedia, charts etc. Current collection includes more than 300,000 print books,
62000 E-Journals, 150000 E-books, 62 Online Databases, and 1,600,000 full text Theses and dissertations. The Library works closely with faculty to identify key resources that support the academic disciplines and essential for university community. To provide anytime/anywhere access to resources, the libraries emphasize electronic resources acquisition. The majority of online resources available are the best worldwide, such as Science Direct, Scopus, IEEE, Emerald, Clinical Key, EBSCO, JSTOR, SciFinder, Cochrane Library, Up-to-date, and others. 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.

20.6 Information Technology Center
The mission of the Information Technology Center (ITC) is to provide the latest technological infrastructure for University administration and academic activities. The ITC is focused on providing world class IT services and support that are the best in the region. This includes the provision of networks, inter-university links, and appropriate hardware and software for both administrative and academic needs. Every year, the ITC offers several orientation and training session on various IT-related topics for the faculty members. The following is a brief of some of the services offered by the ICT for faculty members:

Online Learning System (Blackboard)
This service is available to all University of Sharjah faculty and students. It provides e-learning platform enabling a web-enabled instructor-friendly course management and student-centric learning environment.

MyUOS Portal
The University of Sharjah Portal (MyUOS) provides all University of Sharjah community with access to a gateway of various personalized web-tools. This service is available to all University of Sharjah community users with active accounts. MyUOS portal provides a secure centralized location to access all the online services available at the University, in addition to a collection of information targeted to faculty, students and staff members.

Banner Self Service
Banner Self Service (My UDC) is available for University of Sharjah faculty and students. It provides students with various functions, including registration, checking their grades, etc. This service also enables faculty members to enter grades and marks, to view class section information, course information (Course Catalog), and student's information. This service is available in both Arabic and English languages.

Classroom Technologies
Classroom Technologies provides leading support activities to users for all scheduled-classrooms' facilities and computer labs. Information Technology Center provides multimedia solutions that can offer new ways of teaching and improve the academic use of technology. We have more than 240 classrooms with custom made Multimedia units, which enable the faculty members to present all sorts of media contents at any of the classrooms. The Classrooms are equipped with Virtual Desktops, which provides the faculty new desktops every time they login to it.

**Service Help Desk**

ICT focuses on providing prompt and quality Service Support & Service Delivery to the entire University community (Faculty, Students and Staff). It provides required technical support to all University users on the desktop and printing services and classroom technologies. It is also responsible for keeping the services up and running by providing the necessary technical support and preventive maintenance.

**IT Technical Support and Services**

Information Technology Center provides Technical Support to all University of Sharjah community this include Desktop Operating system, Security, and Applications in both physical and Virtual environments. We also provide printing support services in Offices, Labs, and library. We maintain the Hardware and software support for all the Desktops and IT equipment. 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 2 Gb/s leased line. The University Campus in Khorfakan, Kalba and Al Dhaid 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 email 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, Kalba and AlDhaid. 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.

20.7 Department of Public Relations

The Department of Public Relations is considered a key link between the colleges, departments and centers at the University of Sharjah and the public, both inside and outside the country, and serves to promote the vital role of the University. Accordingly, the role of public relations has grown significantly, along with the increasing importance of the University and its hosting of increasing numbers of diverse visitors and dignitaries. The tasks and responsibilities in the area of public relations have increased on a number of administrative and technical levels, in addition to the Department’s basic functions of making arrangements and preparing program schedules for the organization of cultural gatherings of all sorts. These arrangements require providing information and data about the University, its services and current and future development projects as well as providing this information to those concerned.

The Department of Public Relations also collaborates with colleges and administrative entities to provide publications that reflect the nature of the University’s services and activities. Our cooperation extends to strengthening relations with different agencies and their representatives and informing various concerned community entities about the accomplishments of the University of Sharjah.

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.
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:

1. The common public interest
2. Introducing unified concepts
3. Being free from propaganda in advertising

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

1. External public relations include 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.

**20.8 Media Center**

The University of Sharjah Media Center is responsible for the comprehensive media coverage of all the events and activities organized within and outside the University campus. The Media Center utilizes the skills and expertise of a highly qualified team of photographers, journalists, and editors as well as the use of various media tools while ensuring daily and consistent communication with the local journalists and media channels. The Center also has daily tasks such as graphic design projects for the University, sending news updates to the University community, as well as documenting all of the events and activities at the University using photography and television; it also works on publishing the Yearbook, which includes the names of the graduating students of every academic year. The Media Center works to highlight the role of the University of Sharjah and its mission, and to inform the community of its achievements and the services it provides. This is through the designing and production of various media materials and coordinating with the local media organizations to cover the major events organized by the University faculties and departments and inviting a number of faculty members on TV programs as representatives of the university.
The Media Center always looks forward to putting the spotlight on the positive work of the University of Sharjah through all means of communication: video, audio, print, and using the official social media platforms of the university. We also develop communication plans and programs aimed at accomplishing the objectives of 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 communication 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.

20.9 Career Advising and Student Training Office

The Career Advising and Student Training Office (CASTO) is in charge of Internship Training, Career Advising, Employment and International Exchange at the University of Sharjah. The Office provides training, activities and services to University of Sharjah student in four areas, which considered integral part of students experience and learning journey at the University of Sharjah. These services aim to equip students with the needed skills to be ready for life after they graduate, especially how to look for and apply, how to showcase their talents through their CV’s and be ready for job interviews. Academic staff is expected to actively collaborate with CASTO and play a big role in achieving these noble goals.

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.

20.10 Center for Continuing Education and Community Service

The mission of the Center for Continuing Education and Professional Development 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.

Our goals 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.

**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.

20.11 Institute of Leadership in Higher Education

The Institute of Leadership in Higher Education was established in 2013 with the aim of promoting innovative teaching methods and encouraging the use of the latest technology and social media in course delivery.

The Institute focuses on helping faculty members to keep up with the ever-changing means of teaching & learning and instructor-student communication skills. It provides the faculty members with solutions for integrating technology with teaching and encourages them to conduct research focusing on latest methods in teaching and student assessments.
The Institute offers postgraduate programs in higher education. It is in the process of finalizing a master’s program in academic leadership in higher education for all specializations. The program is designed to improve faculty members’ teaching skills in different areas such as, syllabus design, teaching methods, assessment methods and academic leadership skills.

**Mission**

The Institute of Leadership in Higher Education 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:

1. Upgrading the processes of teaching and learning in the University of Sharjah in line with new international trends.
2. Adopting the latest IT devices in the production and use of educational material.
3. Training faculty members to specialize in modern teaching methodologies.
4. Preparing university-level curricula that can achieve the prime objectives of the University.
5. Offering specialized assistance in designing interactive and electronic educational material to the colleges of the University and to educational institutions in Sharjah.
6. Updating the educational process in the University by borrowing the latest international developments in the methods and approaches of electronic education.
7. Insuring distinguished educational outcomes in terms of curricula and/or graduates of different programs.
8. 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:**

1. Developing the skills of faculty members in such areas as evaluation, assessment and assessment tools.
2. Developing the skills of faculty members in various methods of teaching, and training them to focus on outcome-based teaching.
3. Developing the computer skills of faculty members.
4. Offering faculty members the opportunity to obtain such certificates as ICDL.
5. Training faculty members on the use the Blackboard.
6. Training faculty members on effective use of the internet and advanced search techniques.
7. Training faculty members in the area of academic databases.
8. Sharpening the skills of faculty members in using statistical analysis programs.
9. Upgrading the skills of faculty members in relation to modern educational techniques such as Mobile Smart Unit.
10. Training faculty members to design personal websites.
11. Developing the skills of faculty members in uploading educational materials on multimedia devices.
12. Providing faculty members with skills that relate to the employment of software and other various techniques in writing research papers or curricula.
13. Providing faculty members with user-friendly software to assist them in academic advising, taking attendance, projecting the registration of students in various courses...etc.

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.

20.12 Deanship of Quality Assurance Institutional Effectiveness and Accreditation

The Deanship of Quality Assurance, Institutional Effectiveness and Accreditation (DQAIEA) plays a key role in the development, monitoring and reporting of quality across the university through integration of University-wide strategic planning, assessment, accreditation, and data-driven decision-making efforts for the University.

The main goals of the DQAIEA are to:
1. Improve and enrich student experience.
2. Enhance performance of the education process.
3. Stimulate excellence and innovation in all domains of UoS
4. Guarantee all program has national and international accreditation.
5- Improve the institution performance and continuous improvement in all colleges, department and facilities.

The main responsibilities of the DQAIEA are to:

1. Coordinate and prepare for national and international accreditation required for programs offered by UoS and determines factors that are critical in obtaining institutional accreditation and assure that the University of Sharjah implements effective plans to address those factors.

2. Prepare and maintain the University portfolio of programs by developing and implementing an institutional database for the University of Sharjah that will integrate data from all sources of information in all colleges of the university.

3. Harmonize institutional effectiveness activities to ensure that all academic and administrative units achieve their outcomes and ensure consistency in all campus locations.

4. Identify gaps in data, establish procedures to maintain quality of data, ensure the proper use of knowledge and internal / external assessment data.

5. Enhance the implementation of appropriate learning and teaching methodologies suitable for each program.

6. Design and update evaluation and assessment methods appropriate for each category of programs and verify all development plans.

7. Ensure that all existing and planned curricula meet the required standards and have well defined outcomes.

8. Prepare progress reports at all levels and periodically review and evaluate the implementation of the strategic plan and directions.

The DQAIEA is comprised of four divisions:

**Accreditation Department**

The Accreditation Department coordinates and prepares for institutional licensure and for national and international accreditation required for programs offered by the University.

**Institutional Effectiveness Department**

The IE Department undertakes an institutional effectiveness process that ensures the contribution of the University’s academic and administrative entities to the attainment of its goals. It monitors the assessment of course, program, college and administrative units’ activities and ensures that continuous improvement is driven.

**Institutional Research Unit**

The Institutional Research Unit (IRU) gathers relevant data from all University units and performs extensive analysis and periodical reporting to facilitate data-driven strategic decisions. The unit provides official reporting to the entire University community including the Board of Trustees, the colleges, 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.
Faculty Development Unit
The Unit is responsible for assessing faculty development needs and providing the appropriate workshops and related activities in the following areas:
1- Completion of Electronic Portfolios for Faculty, Programs and Courses
2- Outcome assessment both at the course and program levels
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.

20.13 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.

20.14 Deanship of Academic Support Services
The Deanship of Academic Support Services (DASS) is a very unique administrative entity which provides support services to students and academic staff in support of their endeavor at the University of Sharjah. In addition to the Deanship Office, there are five units under DASS. These include:
1. Admissions Department
2. Registration Department
3. University of Sharjah Libraries
4. Central Laboratories
5. Career Advising and Students Training Office (CASTO)
Each unit in DASS works diligently to provide top quality services to students from the moment they enroll at the university till their graduation ceremonies. In addition, the Deanship Office is in charge of setting up and running the University of Sharjah Deans Council meetings and writing up the minutes of the council. DASS is also in charge of several key central committees, such as the students’ issues committee, special cases committee and several ad hoc committees.
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.

20.15 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 especially those pertaining to faculty’s social events.
20.16 Faculty Affairs Committee

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.

The Committee is usually commissioned with the following duties:
1. Representing the University’s faculty members;
2. Reviewing opinions, suggestions and general issues concerning faculty members at the University with the purpose of facilitating communication between faculty members and the University's administration;
3. Following up on recommendations and decisions reached by any particular University party with regard to faculty issues with the aim of implementation of such issues; and
4. Forwarding the Committee's recommendations concerning specific issues to the University's administration for its consideration and approval.

20.17 Admission Department

The Admissions Department is the gateway through which students pass to enter their academic and university lives, from the point that they submit their applications to join the University until receiving their academic degrees. The Admissions Department processes the applications for undergraduate admission to all programs offered at all UOS campuses, coordinates with the academic units on admission related issues, and communicates decisions to students and parents within the University established deadlines throughout the Admissions Section. Also, it issues IDs to admitted and enrolled students, maintains and updates their personal records, issues and certifies their graduation degrees after completing their studies by the Document Control and Graduation Certificates Section.

20.18 Registration Department

The Registration Department is one of the integral administrative entities at the University of Sharjah. The roles and responsibilities of the Registration Department include: Student Registration; Academic Records; Students under Probation; Degrees, Curriculums, and Study Planning; Class and Final Examination Scheduling; Graduation; Scholarship Services; Student Information System Management; and Student Information and Statistics.

20.19 Central Laboratories Directorate

The Central Laboratories Directorate (CLD) was established as central space for practical experiments, training and research in the fields of applied sciences, engineering and medical & health sciences and to provide the students and researchers with the optimal tools that enable them to transform ideas into meaningful innovations for the betterment of the community. Our vision is to create motivating lab conditions involving a mix of contemporary resources,
meritorious services and a dynamic environment that enrich experiential learning, stimulate
discovery and advance knowledge.
CLD consist of two main buildings on the main campus in W12 and M12, laboratories at the
Medical and Health Sciences Complex in M23, M27 and M32. Currently, there are 71
educational as well as research labs on the main campus and 18 labs in the Medical and Health
Sciences campus. CLD hosts state-of-the-art 10,500 lab equipment. CLD mainly serve the
Colleges of Sciences, Engineering, Health Sciences, Pharmacy, Dentistry, Medicine and Fine Arts
and Design, Also, CLS serves the research entities, such as the Research Institute for Science
and Engineering (RISE) and the Research Institute for Medical and Health Sciences (RIMHS). In
addition, CDL supports students working on their Senior Design Project as well as faculty’s
research projects. The duties and responsibilities of the CLD include but are not limited to the
following: Lab space management, Lab equipment purchasing, Lab equipment maintenance,
Lab utilities maintenance, laboratories safety, and Lab store services.

20.20 Office of Scientific and consultancy services
The office of Scientific and consultancy services was established in 2017 under the
administration of the UOS Center for Continuing Education and Professional Development. The
Office aims at raising the level of consultancy services of a scientific and technical nature in the
country through providing high-quality consultations, specialized expertise in various sectors,
and offering consultations, services and scientific/technical expertise to all sectors of the
society. Services will be offered to governmental and private departments, institutions and
agencies at an appropriate and competitive cost by faculty, administrative and technical staff
members.

20.21 Sustainability Office
In 2015/2016, a "University Campus Sustainability Committee (UCSC)" was formed by the Office
of the Vice Chancellor for Research and Graduate Studies (VCRGS) to work in coordination with
the Director of Research Institute of Sciences and Engineering (RISE). Committee members met
on a regular basis and conducted various studies and presented their findings and
recommendations to H.E. the Chancellor and the VCRGS. Consequently, H.E. the Chancellor
adopted a key recommendation of the UCSC, which is to establish a university sustainability
office.

20.22 Passport Unit
The Passport Unit facilitates clearance and residency issues for University of Sharjah’s faculty,
staff, and students. Its efficient and fast systems and procedures allow new and renewing UoS
community members to open their medical files, carry out their medical tests, and acquire their
Emirates ID and their official Resident Visa very practically and without any delays.
E-forms on University Portal
https://myuos.sharjah.ac.ae/en/Services/Forms/Pages/default.aspx
# Telephone and Fax Directory

University of Sharjah  
P. O.Box 27272 Sharjah  
United Arab Emirates  
Tel: +971 6 5585000  
Fax: +971 6 5585099  
Email: info@sharjah.ac.ae

<table>
<thead>
<tr>
<th>Office / College / Department</th>
<th>Telephone Number</th>
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<tr>
<td>Chancellor’s Office</td>
<td>+971 6 5050001</td>
<td>+971 6 5585185</td>
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<tr>
<td>Vice Chancellor for Academic Affairs</td>
<td>+971 6 5053032</td>
<td>+971 6 5053034</td>
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<td>Vice Chancellor for Medical &amp; Health Sciences Colleges</td>
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<td>Vice Chancellor for Finance &amp; Administrative Affairs</td>
<td>+971 6 5050103</td>
<td>+971 6 5050101</td>
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<td>Vice Chancellor for Community Affairs</td>
<td>+971 6 5050524</td>
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<tr>
<td>Dean for Academic Support Services</td>
<td>+971 6 5053014</td>
<td>+971 6 5050139</td>
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<td>Call Center for New Students</td>
<td>600-522251</td>
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<tr>
<td>Admissions and Registration</td>
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<td>+971 6 5585184</td>
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<tr>
<td>Disability Resource Center</td>
<td>+971 6 5053028</td>
<td>+971 6 5053112</td>
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| New Dental Hospital Call Center                      | 06-5057666 (External)  
<pre><code>                    | Ext 7666 (Internal Within UOS Campus) | |
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<p>| Students Housing                                     |                  |            |
| Men                                                  | +971 6 5052778   | +971 6 5585487 |
| Women                                                | +971 6 5051500   | +971 6 5585419 |
| Passport Unit                                        | +971 6 5050066   | +971 6 5050026 |
| College of Shari’a &amp; Islamic Studies                 | +971 6 5050181   | +971 6 5050334 |
| College of Sciences                                  | +971 6 5050226   | +971 6 5050489 |
| College of Arts, Humanities and Social Sciences      | +971 6 5053301   | +971 6 5050644 |
| College of Business Administration                   |                  |            |
| Men                                                  | +971 6 5053500   | +971 6 5050100 |
| Women                                                | +971 6 5053522   |            |
| College of Engineering                               |                  |            |
| Men                                                  | +971 6 5050901   | +971 6 5585173 |
| Women                                                | +971 6 5050952   | +971 6 5585191 |
| College of Health Sciences                           |                  |            |
| Men                                                  | +971 6 5057501   | +971 6 5057502 |
| Women                                                | +971 6 5050801   | +971 6 5050802 |
| College of Law                                       |                  |            |</p>
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<tr>
<td>College of Graduate Studies and Research</td>
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<td>Center for Continuing Education and Professional Development (CCE)</td>
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<tr>
<td>Business Services and Purchases Dept.</td>
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## University City Security - Sharjah

Main Number (Operator) is 06-5059555

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