Policies and Procedures Manual
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**Definitions and Key Word**

The following terms shall have the meaning assigned to them unless the context indicates otherwise:

<table>
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<th>Term</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>The University (UOS):</td>
<td>The University of Sharjah</td>
</tr>
<tr>
<td>The Chancellor</td>
<td>The Chancellor of the University</td>
</tr>
<tr>
<td>The Board (BOT):</td>
<td>The University Research Board</td>
</tr>
<tr>
<td>The Deanship:</td>
<td>The Deanship of the College of Graduate Studies and Research</td>
</tr>
<tr>
<td>The College</td>
<td>The Academic Colleges</td>
</tr>
<tr>
<td>The Dean</td>
<td>The Dean of the College of Graduate Studies and Research</td>
</tr>
<tr>
<td>Council</td>
<td>Graduate Studies Council</td>
</tr>
<tr>
<td>Department:</td>
<td>The Academic Department concerned</td>
</tr>
</tbody>
</table>
1. Mission and Institutional Effectiveness

1.1 Vision, Mission, Goals and Objectives, and Core Values

1.1.1 Vision

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

1.1.2 Mission Statement and Policies

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.

Mission policies
1. The mission statement is published in the UoS Undergraduate and Graduate Catalogs, Faculty Handbook, the University web page and other relevant publications. The mission statement is reviewed every strategic planning cycle.
2. The defined mission statement is revised and approved by the Board of Trustees.
3. The academic mission of the University is reflected enlightened and progressive policies of the Emirate of Sharjah and the United Arab Emirates.
4. The mission statement should be reflected a consensus among all stakeholders with respect to the role of the University and has been garnered through a comprehensive consultative process that involved faculty members and the academic administration.
5. The mission statement is reviewed and updated it every 5 years.
6. The University’s mission statement is the foundation upon which University strategic planning is based.

1.1.3 UoS 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 an 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.

1.1.4 The University’s 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:
- 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.
- Dedication: Dedication to providing students with knowledge and support, so they are fully prepared to be the leaders of the future.
- Inclusiveness: We welcome and value each other and embrace the diversity of ideas and people.
- Excellence with limitless Drive: For quality enhancement and continuance improvement.
- Accountability and Transparency: We pride ourselves on our responsibility, and transparency in our actions, providing a fair and positive work environment.
- Innovation and Creativity: We work without bounds to improve lives through creativity and innovation in the pursuit of academic excellence.

8
1.2 Planning Policy
- The University of Sharjah has both short-range (1–2 years) and long-term (5+ years) plans. These plans include activities in the academic and administrative units.
- Each unit or program determines its mission and outcomes as derived from the University’s mission, in addition to assessment tools for use in measuring the effectiveness of outcomes.
- Each department is required to submit an annual progress report that is structured to cover all aspects pertaining to the concerned department. The report includes assessment of the activities, lessons learned during implementation, and plans or changes required for enhancement.
- A Comprehensive Annual Progress Report for the whole institution is produced and submitted to the BOT. This report summarizes the University's performance against its plans, the impact of implementation, and recommendations for the future. Assessment of the University's effectiveness involves a plethora of surveys, forms, and reports, which leads to recommendations for both short and long-terms improvements.
- The academic departments will regularly perform internal and external environmental analyses, consider the University’s strategic directions, and purpose changes to the existing programs or the addition of new programs.
- The UoS mission is reviewed on a recurring basis related to the development and implementation of the University’s five-year planning cycle. On the last year of every strategic cycle, the University undergoes a thorough examination of its strengths, weaknesses and aspirations, and overall performance.
- University of Sharjah engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes.
- Efforts connected with the Strategic Plan incorporate a systematic review of institutional mission, goals, and outcomes; result in continuing improvement in institutional quality; and demonstrate that the University of Sharjah is effectively accomplishing its mission.
- The University of Sharjah has been highly effective in developing and deploying new strategic plan that have led the institution to significant improvements in its ability to accomplish its mission.

1.3 Institutional Effectiveness Policy
Assessment is the systematic collection, review and use of information about educational programs and support services undertaken for the purpose of improving and supporting student learning and development.

Elaborating on this definition, the following set of principles for assessment and planning are emphasized:
- The central and ultimate goal of institutional assessment is to improve student learning in all programs.
- An institutional effectiveness plan must be simple, doable, and consistent with the UOS mission, objectives and institutional planning processes.
- Assessment is an ongoing and cyclic activity (Figure 1.1) with assigned responsibility for relevant bodies and a timetable for regular reporting and review.
- Assessment at all levels is continuous, valid, efficient, systematic, appropriate and ethical.
- Taken as a whole, institutional assessment addresses the cognitive, affective, and behavioral aspects of student learning.
- Assessment takes place in all programs that support student learning.
- Faculty members are in charge of the assessment activities in their programs and the results of
their assessment efforts must have an impact on planning and budgeting. Responsibilities for each component are assigned to specific person(s) or standing committees.

- Assessment findings are used to strengthen programs in order to improve student learning. They may not be used to evaluate individual faculty members, to determine admissions standards, or to grade students.
- Assessment is integrated into the Administrative and Governance Structure and into institutional planning and budgeting for which administrators, committees, faculty and staff assume specific responsibilities for assessment in the various units.
- Assessment is integrated into academic departments, programs, and academic support services.
- Faculty and staff are educated about assessment on a continuous basis.
- Program and unit review is considered to be essential and meaningful process for faculty and administrators.

1.4 Maintaining Institutional E-portfolio

The University maintains e-portfolio for each of its academic and administrative units and activities. The institutional e-portfolio is a comprehensive collection of those e-portfolios. The aim of the e-portfolio system is to:

1) Ensure appropriate documentation of activities as per UoS policies and procedures and accreditation standards.
2) Ensure transparency and sharing of information among eligible stakeholders.
3) Showcase the evidence of continuous improvement through the accumulation of the data related to activities of academic and administrative units.
4) Facilitate the development of operational and strategic plans at the department, college and institutional levels.
5) Ensure appropriate monitoring of the implementation of operational and strategic plans at the department, college and institutional levels.

The e-portfolios implemented at UoS are:

1.4.1 BoT e-portfolio

The BoT e-portfolio provides reliable and objective information about BoT activities. It outlines information about initiatives and developments of major interest and importance during the year and the achievements arising from the implementation of the College’s Annual Plan. It also ensures efficiency, easy documentation, easy access, better archiving and more transparent sharing of information between eligible stakeholders.

1.4.2 College e-portfolio

The college e-portfolio provides reliable and objective information about college activities and their performance measures. It outlines information about initiatives and developments of major interest and importance during the year and the achievements arising from the implementation of the College’s Annual Plan. It also ensures efficiency, easy documentation, easy access, better archiving and more transparent sharing of information between eligible stakeholders.

The college e-portfolio is structured according to UoS policies and the Standards for Licensure and Accreditation. First, the standing requirements section consists of general information about the college (Vision, Mission, goals, etc.). Then, college activities are documented in cycles of academic years. The accumulation of both quantitative and qualitative data documented in each cycle would help the college to develop appropriate recommendations for improvement to be implemented during the next cycles.
This process would ensure the continuous improvement of students experience in the college and the fulfillment of its mission. The collected data in each college e-portfolio in addition to administrative units’ e-portfolio would serve to build the annual report at the institutional level, in addition to the report submitted to the Board of Trustees and the Accreditation Commission. There is no doubt that the ideal harmony of efforts to prepare reports will save time and energy for faculty, chairpersons and deans as the same data will be used for different purposes without repetition.

The college e-portfolio is structured according to UoS policies and the Standards for Licensure and Accreditation. First, the standing requirements section consists of general information about the college (Vision, Mission, goals, etc.). Then, college activities are documented in cycles of academic years. The accumulation of both quantitative and qualitative data documented in each cycle would help the college to develop appropriate recommendations for improvement to be implemented during the next cycles. This process would ensure the continuous improvement of students experience in the college and the fulfillment of its mission.

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1.4.3 Academic program e-portfolio
The academic program e-portfolio documents reliable and objective information about program activities during each academic year to demonstrate its effectiveness. It also ensures efficiency, easy documentation, easy access, better archiving and more transparent sharing of information between eligible stakeholders.

The program e-portfolio is structured according to UoS policies and the Standards for Licensure and Accreditation and. First, the standing requirements section consists of general information about the program (Mission, program goals, program learning outcomes, etc.). Then, program activities are documented in cycles of academic years. The accumulation of both quantitative and qualitative data documented in each cycle would help faculty to develop appropriate recommendations for improvement to be implemented during the next cycles. This process would ensure the continuous improvement of students’ experience in the program and the achievement of its learning outcomes.

The collected data in each program e-portfolio would serve to build the annual report at the department and college levels. There is no doubt that the ideal harmony of efforts to prepare reports will save time and energy for faculty, chairpersons and deans as the same data will be used for different purposes without repetition.

1.4.4 Academic course e-portfolio
The academic course e-portfolio is a workspace that documents reliable and objective information about course activities during each offering to demonstrate its effectiveness. It also ensures efficiency, easy documentation, easy access, better archiving and more transparent sharing of information between eligible stakeholders.

The course e-portfolio is structured according to UoS policies and the accreditation Standards. The accumulation of both quantitative and qualitative data documented in each cycle would help faculty to develop appropriate recommendations for improvement to be implemented during the next cycles. This process would ensure the continuous improvement of students experience in the course and the achievement of its leaning outcomes.
The collected data in each course e-portfolio would serve to build the program e-portfolio. The procedure for developing and maintaining course e-portfolio is as follows:
- The Deanship of QAIE create an e-portfolio for each course in the proper department and college, that include the standing requirements (course description, goals and learning outcomes) as well as the cycles of course offering.
- The DQAIE gives access to the course e-file to all course instructors, chairperson and dean. In case of multi-section courses the course coordinator is given view and edit access while other instructors will be given view only access.
- The course instructor/Coordinator is responsible for completing all components for each course offering within the semester of the course offering.
- The course instructor/Coordinator closes the loop in the course e-portfolio no later than the second week of the semester that follows the semester of course offering. In case of approved course improvement/modifications actions need more time for implementation the instructor/coordinator is responsible for documenting them as soon as possible but no later than the second subsequent offering of the course.
- The chairperson is responsible for ensuring that each course e-portfolio is completed on time.
- The college dean is responsible for coordinating with the chairpersons to ensure completion of all course e-portfolios in the college before the end of each semester.
- The DQAIE is responsible for coordination with instructors, chairpersons and deans to ensure proper completion of all course e-portfolios on time.

1.4.5 Internship e-portfolio
The internship e-portfolio is a creative platform for displaying students work and documenting the evidence related to that work by attaching digital artifacts of learning that reflect their personal learning journey in the internship site. It consists of an interaction platform between interns, academic and site supervisors. Therefore, immediate feedback is given to the interns as a formative assessment during the internship period, which will reflect positively on the effectiveness of their educational experience.
The internship e-portfolio is structured according to UoS policies and stipulation 6 of the Standards for Licensure and Accreditation. First, the standing requirements section consists of general information about the internship (overview of the Practical Training Course, Practical Training handbook, Training Course Syllabus, Pre-training Orientation, etc.). Then, weekly activities are documented and evaluated by academic and site supervisors. The accumulation of weekly activities along with immediate feedback from academic and site supervisors would ensure the continuous improvement of students experience during the internship period and the achievement of the course learning outcomes.

1.4.6 Admin and support unit e-portfolio
The Admin and support unit e-portfolio provides reliable and objective information about the Admin and support unit activities and their performance measures. It outlines information about initiatives and developments of major interest and importance during the year and the achievements arising from the implementation of the Admin and support unit’s Annual Plan. It also ensures efficiency, easy documentation, easy access, better archiving and more transparent sharing of information between eligible stakeholders.
The Admin and support unit e-portfolio is structured according to UoS policies and the Standards for Licensure and Accreditation. First, the standing requirements section consists of general information about the Admin and support unit (Vision, Mission, goals, etc.). Then, Admin and support unit activities are documented in cycles of academic years. The accumulation of both quantitative and qualitative data documented in each cycle would help the Admin and support unit to develop appropriate recommendations for improvement to be implemented during the next cycles. This process would
ensure the continuous improvement of stakeholders’ experience and the fulfillment of its mission.

The collected data in each Admin and support unit e-portfolio in addition to academic units’ e-portfolio would serve to build the annual report at the institutional level, in addition to the report submitted to the Board of Trustees and the Accreditation Commission. There is no doubt that the ideal harmony of efforts to prepare reports will save time and energy for faculty, chairpersons and deans as the same data will be used for different purposes without repetition.

1.4.7 Faculty e-portfolio

The faculty e-portfolio allows faculty to document their general information as well as their activities in the areas of teaching and learning, research, and community service and their performance measures. Faculty can use it to easily build and export online Curriculum Vitae, as well as manage their own research and publications. It allows the university to easily collect and submit complete, accurate and up-to-date information about its faculty and their expertise for multiple internal and external bodies such as Board of Trustees, accreditation bodies, Ministry of Education and ranking bodies. It also serves as a unique source to pool faculty data for the Faculty annual evaluation, awards and promotion purposes. The faculty e-portfolio ensures efficiency, easy documentation, easy access, better archiving and more transparent sharing of information between eligible stakeholders.

1.5 Quality Assurance Policies

1. The University has a clear budget planning process that begins with the Finance Department, informing all academic and administrative units of their financial status and any information that may help in their budget planning.

2. Each department/college prepares their budget plan following feedback and advice from the Finance Department about the available budget and proposed programs and services.

3. All budget proposals are forwarded to the University’s Budget Preparation Committee. All proposed budgets are compiled in the University’s central budget.

4. Urgent requirements or changes required during the year will follow the same sequence ending with the BOT Finance Committee’s approval. Minor changes are addressed by the University’s Executive Committee.

5. Yearly, Faculty has to submit and update the course assessment report, course file, faculty credential, faculty member annual report to deanship of quality assurance institutional effectiveness and accreditation.

6. Faculty has to attach the evidence of his/her yearly activities and works.

7. Chairpersons and program coordinators have to submit annual report about the assessment process, program assessment report and match the program goals and expected outcomes with course goals and its expected outcomes.

8. Annually, the college annual report should be submitted to the chancellor office and it is including the part of quality assurance and how the dean runs the college with optimum budget to achieve their program and academic planning.

9. The college annual report should include the short term, long term strategic planning and action for continuous improvement in all aspects.

10. The Deanship of quality assurance, Institutional effectiveness and accreditation (DQAIEA) is responsible for ensuring all existing and planned curricula meet the required standards.

11. The DQAIEA should supervise, review and coordinate the quality of educational process and documents.

12. Dean has to supervise and follow up the work done in his college based on the assessment and give valuable comments for enhancement.
13. The chancellor regularly oversees the whole institutional effectiveness process and will coordinate with the Vice Chancellors and the BOT and its committees to ensure proper quality and planning.

14. The University is committed to offering specialized, professional and multi-disciplinary academic programs of the highest quality, covering a comprehensive platform of disciplines and fields of study.

15. The University is committed to the success of its students within a learning environment enriched by research, community and international experience and leadership opportunities to reach their maximum potential.

16. The University attaches top priority to working with its external communities in full partnership to enhance the socio-economic development of its region and its communities.

17. The University is embarking upon innovative and progressive approaches to advanced studies and research with the aim of addressing the complex needs of modern society and the numerous challenges facing humanity.

1.6 Document Control and Review Policy

1. A new or revised final draft documents should be approved by related department manager first, then from the deanship of quality assurance and finally from chancellor office.

2. Policies and procedures document or any document under University of Sharjah Should be reviewed at least every 3 years or on demand as needs emerge.

3. Any document should be identified as version 1 when it is a new document or if a document changes the type. For any major modification or correction, the next consecutive number should be considered in the version number. In addition, for any minor modification the decimal point with integer of the version should be considered such as 1.1 version or 1.2 version etc.

4. The document format and template should be in the form provided by university of Sharjah if it is available or any format follow national or international standard if it is not available. The cover page of this document must have at least the university of Sharjah official logo, document title, version number, date created and date reviewed.

5. Both softcopy and hardcopy should be available for any document. At least one copy must be archived in the chancellor office, deanship of quality assurance or official archived room. Electronic version of the document is preferable to be in university of Sharjah website.

6. The approval should be given for the document which has a good format and content. The content must have references and the template must be approved by university of Sharjah.

7. Any external or internal comments from evaluators to the document should be taken in the consideration and it leads to review the document.

8. Version number should be clear and visible for reviewer.

9. Saving hardcopy and softcopy of each document gives University of Sharjah the opportunities for register history of modification and continuous improvement.

1.7 Evaluation Policy of the University Institutional Effectiveness System

1.6.1 Institutional Effectiveness Self-Assessment

A written analysis of the strength and weaknesses of the educational quality and institutional effectiveness based on the institution’s continuous evaluation and quality improvement activities, which have been conducted within a certain time-frame.
1.6.2 Why perform an Institutional Effectiveness Self-Assessment?
To provide a meaningful and useful guideline to the members of the institution as well as provide sufficient information for the External Evaluation Teams about the institution policies and activities on quality enhancement, evidence of its achievements, and how it meets the accreditation standards and policies. This information also aids the University in determining which action it should take to improve institutional effectiveness and enhance educational quality in the future.

1.6.3 Self-Assessment Framework
The Deanship of Quality Assurance, Institutional Effectiveness and Accreditation operates from a framework of continuous improvement through self-regulation in order to meet desired goals and objective. This type of regulation includes making appropriate use of resources including time, the environment, and the assistance of colleagues within and outside of the Deanship.
Engaging in self-assessment is beneficial for three reasons:
1. Continuous Improvement: the recurring development and implementation of innovative and effective actions that occur as a result of repeated self-assessment
2. Quality assurance: to compare its performance against its unique mission, goals and objectives
3. Accountability: to enable the university to comply with the requirements of the national and international accreditation bodies as well as to identify and rectify problems on an on-going basis.

1.6.4 The Institutional Effectiveness Self-Assessment Cycle
1. Identifying goals, objectives and action plans that are related to the Deanship’s primary functions;
2. Identifying and/or developing assessment procedures appropriate for measuring each area of activity;
3. Systematically conducting assessment activities;
4. Using assessment data to evaluate the extent to which outcomes have been accomplished and identifying possible explanations for results obtained (evaluative and diagnostic functions);
5. Based on assessment findings, modifying and implementing specific strategies for IE enhancement and/or improvement and starting the cycle all over.

1.6.5 Assessment of Institutional Effectiveness performance
The Deanship of QA, IE and Accreditation takes into consideration the following measures:
- Awareness
- Development
- Proficiency
- Sustainable
- Continuous Quality Improvement

2. Organization, Governance and Leadership
The following bodies carry out the administration of the University in accordance with the provisions here of:
2.1 The Board of Trustees

Duties of the Board
- The Board shall supervise the administration of the University.
- The Board shall consist of a minimum of nine and a maximum of fifteen members. Its meetings shall be considered legal if an absolute majority of its members are in attendance, and, except in cases requiring a specific quorum, its decisions shall be adopted by an absolute majority of those present. When there is a tie, the side on which the Chairman has voted shall carry the motion.
- Membership in the Board shall be for a renewable term of three years. The starting and termination dates of membership shall be specified by a decision taken by the Board.
- The Board shall include the following:
  - the Ruler’s Advisor for Higher Education Affairs
  - the Chancellor
  - a representative of the University’s teaching staff
  - a number of public figures
  - a number of distinguished scholars
- The President shall issue a decision regarding the election of new members. The decision shall specify the date and venue of the elections, give a list of the nominees, and inform the current Board thereof.
- Membership is won only if two thirds of the votes are obtained.
- Voting may be done in writing if two members of the Board attending the election session ask that it be done in this manner.
- Procedures: Robert’s Rules of Order shall apply in conducting the meetings of the Board as long as they are not in conflict with the Law or the bylaws.
- Termination of membership: Membership may be terminated if a two-thirds majority votes in favor of termination.
- Replacements: The Board may decide by an absolute majority of its members in a regular or an extraordinary meeting to appoint a replacement for any member whose membership has been terminated for any reason for the rest of that member’s term of membership.
- The Board’s Jurisdiction. To carry out its duties, the Board shall be empowered to do the following:
  - Appointing the Chancellor upon the recommendation of the President
  - approving the appointment of Vice-Chancellors, Deans, and those in similar positions upon the recommendation of the Chancellor
  - deciding the general policies and plans related to the University to be implemented by the Chancellor
  - contributing actively to the advancement of the University by providing guidelines and conducting a continuous process of evaluation, for the implementation of which the Board may ask for the relevant reports from the Chancellor
  - approving the policies that can bolster the finances of the University and all related affairs
  - forming standing and ad hoc committees
  - establishing the rules and procedures that can safeguard the University and its properties and holdings
  - determining University fees
  - approving the University’s annual budget
  - approving the establishment of colleges, institutes, centers, and other deanships and/or their abolishment and/or amalgamation
✓ approving the academic degrees submitted by the Chancellor
✓ evaluating the annual report on the University’s activities and accomplishments and approving it
✓ evaluating the internal auditor’s financial report
✓ approving the final financial report submitted by the external auditor

The Board’s Meetings
- The Board shall hold at least two regular meetings per year. It shall determine the time, date, and location for each meeting and notify its members in writing at least thirty days ahead of the meeting.
- Extraordinary meetings may be held upon the request of the President or a written request by at least three members of the Board. In this case the members of the Board shall be notified at least two weeks ahead of the meeting.

The Board’s Executive Committee
- The Executive Committee shall consist of the President, the Chancellor, and three other members nominated by the President and approved by the Board. The Committee shall serve for a renewable period of two years.
- The meetings of the Executive Committee shall be chaired by the President or the member of the Committee authorized by him.
- If the membership of anyone on the Executive Committee is terminated for any reason, the Board shall appoint a replacement in a regular or extraordinary meeting for the remainder of that member’s term.
- The Executive Committee shall convene upon an invitation by the President or the member authorized by him or upon a written request by two of its members.
- The Executive Committee shall have the full powers of the Board in the periods falling between meetings except for the power to legislate. The Committee shall then inform the Board of its activities in the Board’s next meeting.

Standing Committees
In The Board shall form the following standing committees:
- Committee for Financial Resources Development
- Academic Affairs Committee
- Financial Committee
- Development & Endowment Committee

The Executive Committee shall nominate the members and chairpersons of the standing committees to the Board. Membership shall be for a renewable period of two years. If a seat is vacated, the President shall appoint a replacement for the remainder of the vacating member’s term from among the members of the Board.

The Committee for Financial Resources Development shall be concerned with the following:
- Developing the University’s relationship with public and private institutions on both the Emirate and State levels, and publicizing the University’s mission and role in the overall process of development
- Creating an endowment in the name of the University to enhance its financial resources
- Urging institutions and commercial companies to establish scholarships for outstanding and poor
students
- Enabling the University to obtain the financial support necessary for implementing its academic and social functions and serving the needs of its students
- Performing any other tasks assigned to it by the Board or the Executive Committee

**The Academic Committee** shall be concerned with the following:
- Recommending to the Board the establishment of colleges, institutes, and centers and the approval of new academic programs
- Drafting bylaws governing the conferral of academic degrees, certificates, and honorary degrees and laying down principles and procedures for the promotion of academic staff for approval by the Board
- Reviewing the Council of Deans’ decisions regarding the promotion and appointment of academic staff and submitting appropriate recommendations to the Board
- Endeavoring to improve the academic environment of the University
- Performing any other tasks assigned to it by the Board or the Executive Committee

**The Financial Committee** shall be concerned with the following:
- Studying the draft budget submitted by the administration of the University for the financial year in light of the University’s objectives, resources, available and expected funds before submitting it to the Board
- Studying the reports of the internal and external auditors
- Studying the final financial report and submitting it to the Board for approval
- Performing any other tasks assigned to it by the Board or the Executive Committee

2.2 The University Chancellor
- The Chancellor is appointed by a decision from the President, to whom he is responsible in carrying out his duties. The President determines his salary and financial and other privileges.
- The Chancellor may authorize some of his specialized employees to carry out some of his duties.

2.3 The Vice-Chancellor
- The President may decide to appoint one or more vice-chancellors.
- The President upon the recommendation of the Chancellor shall determine the vice-chancellor’s job description. The President shall also determine the vice-chancellor’s salary and his financial and other privileges.

2.4 The Council of Deans
The Council of Deans will comprise the following:
- Chancellor of the University as Chairman.
- Vice Chancellor(s).
- Deans of Colleges or whosoever holds similar position.
- Other Deans or whosoever holds similar position.

The Chancellor may also invite whomever he deems appropriate to seek their opinion in the discussions of the Council of Deans.
- The Council of Deans will meet at least once every fortnight at the invitation of the Chancellor, and the meeting will be deemed to have a quorum if the absolute majority of the members is
present. Decisions and recommendations will be issued by the absolute majority, and the Chancellor will have a casting vote.

- The meetings of the Council of Deans will be presided over by the Chancellor or the Vice Chancellor if the Chancellor is absent.
- The Chancellor will appoint at the commencement of each academic year a Secretary to the Council to take the minutes of the meetings and keep them in a special record that will be signed by the Secretary and the Chancellor or whoever deputizes for him.
- The Council of Deans will oversee academic and teaching matters as well as academic staff affairs, scientific research and publications. In particular, the Council will have the following powers and responsibilities:
  ✓ Approval of study curricula and study plans and the development thereof
  ✓ Working out a detailed academic calendar for the University in accordance with study needs and subject to general state directives and determining holidays
  ✓ Deciding upon academic staff appointment in accordance with applicable rules
  ✓ Deciding upon academic promotion of staff in accordance with applicable rules
  ✓ Promoting academic research, translation and publication in accordance with rules and conditions laid down by the Council of Deans and approved and issued by the Chancellor following their approval by the President
  ✓ Recommending the establishment of scientific societies and organizing scientific and cultural seminars
  ✓ Organizing scientific contacts with external scientific centers after the approval of the President or whomever he may deputize has been obtained.
  ✓ Granting academic and honorary degrees and certificates
  ✓ Recommending academic chairs
  ✓ Recommending the establishment of academic departments, their merger or cancellation.
  ✓ Approval of plan of extracurricular activities at the University
  ✓ Laying down conditions of student admission and transfer from and to the University.
  ✓ The Council will form permanent and ad hoc committees from its members to study cases referred to it and to submit detailed reports thereon for discussion and taking appropriate decisions in regard therewith.
  ✓ Considering any business or responsibilities referred to the Council by the Board.

2.5 Conflict of Interest Policy for BOT

Members of the Board shall not have interests in conflict with those of the University.

Any member who has an interest in conflict with a matter put to the vote by the Board shall forfeit the right to vote on it, and his attendance shall not count on considering the quorum requirements for the meeting. The existence of the conflict and the member’s non-participation in the voting and in the question of the quorum requirements shall be recorded in the minutes.

Paragraphs (i) and (ii) of this Article shall not be taken to mean that the member concerned cannot express his opinion or that he cannot answer questions raised by the other members of the Board on the matter under consideration.

2.6 Organization

2.6.1 The President

The President shall be empowered to do the following:
- Chairing the meetings of the Board
- Chairing the meetings of the Executive Committee
- Nominating a Chancellor for appointment to the Board
- Appointing a Vice-Chancellor and laying down a detailed description of his job
- Issuing bylaws to regulate the University’s academic, administrative, and financial activities
- Issuing organizational decisions
- Performing all the other functions the Board authorizes him to perform

2.6.2 The Chancellor

The Chancellor shall be empowered to do the following:
- Acting as the head of all administrative and academic staff in the University, his responsibility being to the President and the Board
- Implementing the policies set forth by the Board to run the University, develop its functions, and enhance its status
- Performing, in full recognition of the laws and regulations in effect and of the decisions and directives issued by the President or the Board, all activities he deems effective in carrying out his responsibilities and duties in his endeavors to achieve the continual development of the University
- Heading all general academic occasions and representing the University in all foreign relations, but he may deputize someone else to represent him on such occasions
- Submitting reports to the President, the Board, and the Executive Committee on the activities of the University
- Performing any other tasks related to his job assigned to him by the President

2.6.3 The Director of Finance

- Assist the Vice-Chancellor for Finance & Administration Affairs in setting the long-term objectives of the University and the short and long term strategies necessary to achieve these objectives.
- Direct and coordinate the financial activities of the University and ensure the prompt and efficient delivery of financial services.
- Provide assistance to senior management of the University in setting short, medium and long-term objectives, policies and procedures.
- Provide the necessary guidance for the design of a framework for the preparation of the budget and the implementation of a budgetary control system.
- Establish and ensure the implementation and maintenance of practical and effective budgetary, accounting, cost and other operating controls to safeguard the University’s resources.
- Ensure the optimal utilization of the University's resources by effective cash and working capital management, capital expenditure evaluation and cost control.
- Ensure the completeness of the financial and management accounts accurately and on a timely manner.
- Establish or recommend to management major financial objectives and policies for the University.
- Authorize payments, deposits and transfers within defined authority limits.
- Review management accounts and ensure that they represent the actual financial position of the University.
- Ensure the maintenance of proper accounting records that are in compliance with the University’s policies and procedures, By-laws, statutory requirements and International
Accounting Standards.
- Supervise the preparation of financial statements and ensure their accuracy.
- Ensure the timeliness and accuracy of relevant financial reports and analysis to support the daily business decision-making process.
- Ensure the maintenance of strong working relationships with banks and other financial institutions, insurance companies and external auditors.
- Arrange for audit of University's accounts.
- Supervise the design and implementation of financial policies and procedures.
- Supervise the work assigned to departments and sections under the Finance Department and ensure its compliance to University's policies and procedures.
- Assess the performance of the Assistant Director, Accountant. Financial Planning & Reporting Unit, Officer-Budget Unit and Accountant-Pre-Audit Section and review the performance reports of all employees of the Finance Department before submission to the Human Resources Department.
- Prepare operational reports on the activities of the Finance Department and submit them to the Vice-Chancellor for Finance & Administration Affairs.
- Perform any other tasks as assigned by the Vice-Chancellor for Finance & Administration Affairs.

2.6.4 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.

2.6.5 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.

2.6.6 The Director of Libraries

The Director of the UOS Libraries serves as the chief library administrative officer, providing overall coordination and leadership in establishing and implementing the mission, goals, and strategic directions of the UOS Libraries. The Director is accountable for all activities, programs and services and he reports to the Dean of the Academic Support Services and his/her duties and responsibilities include the following:

- Administering Library policies, making policy recommendations to Dean of the Academic Support Services, and providing support and information to the University Administration.
- Coordinating all related issues with University Colleges and Departments, students, and external institutions, such as libraries and vendors.
- Managing the quality assurance policy of information resources management, including bibliographic databases, cataloging policies and classification issues.
- Preparing budget for Library to be consistent with academic and research needs of the University.
- Monitoring and approving expenditures as directed by the University.
- Supervising personnel directly or through subordinates; hiring and training employees; assigning and monitoring work; and evaluating Library personnel.
- Evaluating library services and making recommendations for improvements; working with selected committees, and professional organizations to develop programs and resolve problems.
- Ensuring proper maintenance of library facilities and equipment is provided; working with architects and planners on facility development.
- Reviewing and approving selection of all materials for purchase.
- Participating in professional meetings, classes, conferences and workshops.
- Participating in organizational management through the committee process.
- Staying updated and maintaining current knowledge and skills in library management and standards.
- Performing other related duties as assigned by the Dean of Academic Support Services.

2.6.7 The Director of Information Technology

The Director of the Information Technology Center provides leadership, vision, planning and control of the activities towards achieving the center’s mission and objectives. The Director reports to the Dean of Academic Support Services and his/her duties and responsibilities include the following:

- Provide leadership in strategic planning, budgeting, development, evaluation and supervision of information technology activities.
- Drive and steer activities towards achieving the center’s goals aligned to University mission and vision.
- Assist in the development of policies and procedures and ensure their implementation and enforcement.
- Advise decision makers, liaises with the University units and represents the center in the areas of information technology.
- Monitor and review staff performance and service level requirements and achievements.
- Contact with suppliers and university departments for requesting information or technical consultancy, maintenance & support issues and supervising contractor implementations.

2.6.8 The Human Resources officer
- Responsible for developing and implementing human resource policies and procedures within the University. Provides strategic and operational direction to functional activities, participates in strategic planning and development. Provides direction and coordinate human resource activities, such as employment, compensation, labor relations, benefits training, and employee services by performing the following duties personally or through subordinate supervisors.
- Plans and studies human resources work, policies and all issue related to the university laws and government, that ensure reaching the university's goals and objectives.
- Reviews the workforce requirements, organizational plans and the needs of the university's Deans, centers and administrative directors
- Ensures preparation of the HR plans that will meet the stated goals and objectives, and present these plans to the higher administration for approval.
- Ensures preparation of the manpower budget in an effective and timely manner.
- Reviews high cost recruitment program plans and implementations that contribute to provide the university with the high standard specialties to meet its needs.
- Ensures the development and conduct of recruitment requirements and all issues concerning the HR for the academic and non-academic staff on a basis that supports the university requirements and follows the university's instructions for reviewing these issues and rules in light of the changes, and provide the higher administration with the recommendations for approval.
- Initiates and conducts the recruitment plans, and train and develop the UAE nationals for their recruitment at the university, and implementing plans of staff development to increase their efficiency and productivity in strengthening and progressing the university.
- Attends meetings of the higher administration and other boards and efficiently participating in them.
- Plans, Operates and Transacts issues regarding work and job salaries within the University's rules and regulations.
- Analyzes wage and salary reports and data to determine competitive compensation plan.
- Oversees the analysis, maintenance, and communication of records required by law or local governing bodies, or other departments in the organization.
- Prepares directives advising deans and departmental heads of the university policy regarding equal employment opportunities compensation and employee benefits.
- Ensures maintenance of a human resources system that meets top management information needs.
- Conducts the university's objectives, strategies and politics (for the Academic staff and workers) and the regional governmental rules and regulations, and supervising the development of the human resources politics that contribute to the long-term objectives.
- Provides recommendations to the Vice Chancellor for Finance and Administration and Chancellor in amending some of the issues in light of the current changes that occur in the region, and ensure that these recommendations are favorable.
- Conducts any additional work given by the Vice Chancellor for Finance and Administration and the Chancellor.

2.6.9 Standing Committees
The following is a list of standing committees with brief terms of reference for each committee. Membership of each committee changes annually by a Decision from the Chancellor. Membership includes representative for people concerned from all over University academic and administrative units.

<table>
<thead>
<tr>
<th>No.</th>
<th>Committee Name</th>
<th>Terms of Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Central Committee for Faculty Members Selection and Contract Renewal</td>
<td>Ensuring the referral of all applications submitted by those wishing to join the faculty to deanships related to their specialization along with committee’s recommendations in accordance with university’s hiring condition and criteria. Reviewing all submitted applications regarding the initial selection by the colleges. Renewing both regular and rolling contracts in accordance with the relevant university by-laws and regulation.</td>
</tr>
<tr>
<td>2.</td>
<td>Faculty Affairs Committee</td>
<td>Facilitating communication between faculty members and the university’s administration. Following-up recommendations and decisions. Forwarding the committee’s recommendation concerning specific issues to the administration for approval.</td>
</tr>
<tr>
<td>3.</td>
<td>Student affairs Committee</td>
<td>The committee review petitions of an academic nature, put forward by students, including courses they plan to register or withdraw from the evaluation, adjustment, or equating of academic record or any other matters related to academic issues. The committee shall study each student petition and then presents its recommendation to the chancellor for approval.</td>
</tr>
<tr>
<td>4.</td>
<td>Staff Affairs Committee</td>
<td>Considering the needs of all university departments. Conducting job interviews for all departments in terms of human resources. Reviewing application for the promotion of employees and modifying their status.</td>
</tr>
<tr>
<td>5.</td>
<td>Graduation Committee</td>
<td>The committee Shall hold regular meeting to plan all steps of the graduation ceremony and shall oversee organizing the commencement ceremony to ensure it success at a level befitting of the stature of the university.</td>
</tr>
<tr>
<td>6.</td>
<td>Continuing Education and professional development</td>
<td>Establishing appropriate strategies and development plans to raise the center’s standing. Preparing the center’s training program. Coordinating with colleges to implement the best programs and services. Recommending program and services which center might offer. Approving an estimated budget for the center at the end of each year.</td>
</tr>
<tr>
<td>7.</td>
<td>Central laboratories committee</td>
<td>Assessing current and future university program needs to maximize utilization of laboratories. Development laboratories polices and measures Reviewing studies and statistics related to the work of laboratories</td>
</tr>
<tr>
<td>No.</td>
<td>Committee Name</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>-----</td>
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</tr>
</tbody>
</table>
| 8.  | Institutional Effectiveness Committee | Review and analyze institutional effectiveness indicators. Review results and reports from the academic departments and colleges and make recommendations for continuous improvement on campus.  
Oversee assessment and evaluation activities across campus.  
Make recommendations on policy and procedure to enhance institutional quality at every level.  
Recommends plans and develops time lines for the continuous development and implementation of student learning outcomes assessment, administrative unit performance outcomes assessment, and program review processes.  
Facilitate a process for disseminating data, information, and results to appropriate university constituencies.  
Evaluate each College comprehensive outcomes assessment plan  
Review institutional and college accreditation applications and make them in appropriate compliance with the accreditation standards. |
| 9.  | Academic Advising Committee           | Updating and developing the regulations and procedures required for the process of academic advising.  
Undertaking studies to determine the problems students face and making appropriate suggestions to solve them.  
Making students aware of regular semester meeting and academic activities.  
Increasing the meeting times with students on probation and monitoring their academic progress in coordination with their academic advisory and registration department.  
Creating awareness among students about the importance of registration and the need to follow up on registration. |
| 10. | Study Plans and Curricula Committee   | Ensure adherence to current study plans and oversee the implementation of such as planned.  
Discuss study plan, programs and curriculum in place. |
| 11. | Faculty Grievances Committee          | The committee shall be designated with receiving grievances field by faculty member for whatever reason.  
Forwarding the report for each case to the chancellor. |
| 12. | Health Insurance Committee            | Selecting the best health insurance services for the UOS employees and discussing grievances registered against the current health insurance provider. |
| 13. | Class Schedules and Exams committee   | Prepare the class schedule in accordance with student numbers within the department.  
Prepare the class schedule according to required policies and distribute section across UOS daytime hour.  
Review the class schedules prepared by the colleges to ensure that they meet student needs |
2.7 Multiple Campus Policy

2.7.1 Responsibilities
- The Vice Chancellors Council coordinates all academic and administrative issues at all campuses.
- The Vice Chancellor for Academic Affairs supervises all colleges at all campuses except the college of Medicine, Dentistry, Pharmacy, and Health Sciences that are supervised by the Vice Chancellor for Medical Colleges.
- The Vice Chancellor for Financial and Administrative Affairs supervises financial and administrative issues at all campuses.
- Academic support services and administrative services are supervised and coordinated centrally as shown below.
- The Deanship of Quality Assurance, Institutional Effectiveness and Accreditation regularly update the campus coordination manual to ensure effective coordination among all campuses.

2.7.2 Assistant Chancellor for Branches

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

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

Responsibilities and Mandate
A. The Assistant Chancellor of Branch Affairs shall oversee the various University branches in terms of administration and academics.
B. The Assistant Chancellor of Branch Affairs shall coordinate with the concerned college all the affairs of those working in the college from among faculty and administrative/technical staff as follows:
   1. Setting the regulations for the work hours of faculty and administrative/technical staff and following up on their implementation in terms of their job duties.
   2. Considering the recommendations of the colleges regarding faculty working at the branches
as follows:
- Assigning delegates to participate in seminars, symposia and conferences held at the University and outside.
- Assigning overtime teaching if necessary.
- Nominating for discussion university theses and dissertations outside the University.
- Leaves/vacations of faculty members, excluding sabbatical leave, in coordination with the concerned college.
- Trips of an educational nature and delegating the participants for such.
- Forming various committees that do not conflict with the main committees at the University.

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

Mandate of the Vice Assistant Chancellor of Branch Academic Affairs

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

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

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

3. The Academic Program

3.1 Curricula Approval and Revision Policy

1. Proposals for course modifications or curriculum improvements are submitted by faculty members with proper justification and implications of change suggested.
2. The departmental chair/council will normally study the merit of the suggestion and work out a detailed proposal which is forwarded to the College Council for discussion and approval.
3. Curriculum change proposals are then referred to the Study Plans and Curricula Committee and the Deanship for Quality Assurance, Institutional Effectiveness and Accreditation to ensure changes are in compliance with the University goals and standards and stipulations of the Committee for Academic Accreditation (CAA).
4. Once approved, proposals are submitted to the Chancellor who discusses the matter with the University Academic Advisory Council.
5. Finally, the Deans Council discusses the proposal and makes a final decision on the change suggested.
6. In case of substantive changes, the CAA is informed of the nature and justification of the modifications applied.

The academic departments will regularly perform internal and external environmental analyses, consider the University’s strategic directions, and purpose changes to the existing programs or the addition of new programs. The colleges will discuss the proposals and forward them to the University Curriculum Committee, and to the Deans Council. The Chancellor shall forward the proposals to the BOT Academic Committee and finally to the BOT for approval. When a change involves interdisciplinary programs, joint committees shall be formed from the concerned departments or colleges and follow the same procedure.

3.2 Curriculum Review and Modification

3.2.1 Overview

Course is defined as the main block of the academic program. Any course it might have some changes while teaching it. These changes will be in the interest of students and improving the program. The University of Sharjah is carrying the responsibility to make any changes that help the community and student’s needs. This policy will include steps for any positive changes may suggest by faculty, external reviewer, committee and students to support the course of any program.

3.2.2 Scope

This policy covers all colleges, department, faculty and students of UoS. Moreover, this policy it is very important for the Vice Chancellor for academic affair and central study plans and curricula committee in UoS.

3.2.3 Purpose

The main aim of this policy is to guideline faculty and instructor if they would like to do any modification in the curriculum or course structure. Moreover, any positive modification will increase the quality of the course which is at the end will lead to have more effective programs and more educated students. This continuous enhancement will serve the community and employer demand by graduating more
affective students. This policy provides a framework of quality assurance that regulates modification of courses which is the main pillar of Institutional Effectiveness process.

3.2.4 Policy
- Course revision and assessment should be done internally at the end of each semester when the course offer and externally when the external review team are visiting academic program for accreditation purpose.
- Faculty is responsible to fill course E-files at the end of each semester and discuss the all problems and obstacles facing students and course during teaching it.
- Any modification should be accepted from an instructor, expert or commissioners who are specialist in the filed related to the same course which needs such changes.
- Any suggestion for course modification needs evidence that the change will enhance the quality of the Course, as defined by academic CAA standards, contemporary relevance and student/employer demand;
- The reviewer of the course should have the clue, clarification and reason for these changes.
- UoS vision, mission and strategic plan are the main core can base on while doing the modification.
- This course modification proceeds if the resources are available to maintain the specified change; and
- Might be implemented after review and approval from central study plans and curricula committee in UoS.

3.2.5 Procedures
Changes are considered as “substantive” or “non-substantive”.

Substantive changes include:
Change to the title of an academic degree as it appears in the wall certificate;
Change to a program's total number of credit hours or the relative distribution of credit hours between compulsory and elective courses;
Inclusion or elimination of a track/concentration;
Change to the primary language of instruction in a degree program;
Change or addition of program offering location;
Change in format of instruction or delivery, such as e-learning or remote delivery; and
Change program admission requirements.

Non-substantive modifications include:
Change in course name or code;
Change in the term a course is offered;
Change in a course prerequisite; and
Minor changes in course content.

The steps for curricula review and modification are listed as follows:
Department level
1. The Department Chair should involve all faculty in discussions regarding curriculum development proposals. The department council examines and recommends the proposal.
2. The Department Chair submits the recommendation for curriculum development to the College Dean.

I) College level
3. Upon approval of the proposal for curriculum development at the department level, the College Dean forwards the proposal to college-based study plans and curricula committee to consider the proposal. The Department Chair or his/her representative, with support and documentation provided by the department, will attend the meeting of the college-based study plans and curricula when the proposal is discussed.

4. After examining the proposal, the college-based study plans and curricula committee submits its recommendation to the Dean.

5. The College Council examines the recommendation of the college-based study plans and curricula committee and decides whether the proposal should be forwarded to the University committee of study plans and curricula or should be returned to the department for amendment.

6. The College Dean submits a written statement along with the final proposal as a signed curriculum review form and attached documents (Current and proposed course syllabi) to the Deanship of Quality Assurance, Institutional Effectiveness and Accreditation (DQAIEA).

II) University level
7. The DQAIEA examines the proposal write its comments and either forward it to the VCAA or return it to the college for further actions or requirement. The DQAIEA submits a request of substantive change to the Commission for Academic Accreditation (CAA) in the Ministry of Education. Once the CAA decision is received, the DQAIEA informs the University Study Plan and Curricula Committee about the CAA decision. The University study plans and curricula committee will recommend the proposal (if approved by CAA) during its next meeting and submits its recommendation to the Deans’ Council. If the request of substantive change is refused by CAA, the University study plans and curricula committee will decline the proposal and inform the concerned college and the Dean of QAIEA.

8. The Vice Chancellor for Academic Affairs (Chair of the USPCC) schedules regular meetings to discuss the curriculum review proposals submitted by colleges and verified by the DQAIEA. The USPCC discusses and decides whether to recommend or decline the proposal during its next meeting and submits its recommendation to the Deans’ Council.

9. The recommendations of the USPCC are adopted upon consensus of its members.

Deans’ Council Decision
10. The Deans’ Council decision is communicated to the relevant academic units (concerned departments) and administrative units (Admission Department, Registration Department, DQAIEA, etc.) for implementation and for inclusion in the subsequent year’s catalog.

11. For inclusion in the subsequent year’s catalogue, proposals should be approved maximum by the March USPCC meeting.

3.3 Internship Policy
As the University aims primarily to develop the knowledge and personality of the student, following up on his training which applies the theoretical knowledge he has acquired is of paramount importance. The second primary objective of the Office is to provide an integrated academic and administrative care during field training given to the student who is taking his first steps in the job market. Such training will give the student a unique opportunity to apply, implement and execute a variety of skills, theories and concepts he has acquired during his study. Training will also enable the student to shoulder his professional and specialized responsibilities through contact with the work environment. In addition, the
completion of training is part of graduation requirements.

The University of Sharjah is also a member of IAESTE and the Arab Council for Student Exchange. As a result, the University receives students who are absorbed in the industrial sector and government agencies during their training. It also coordinates with foreign institutions and universities in order to secure training opportunities for its own students. Such exchange increases the student’s self-confidence and independence.

3.4 Undergraduate Completion Policy

The University offers wide variety of undergraduate programs at the Diploma and Bachelor Level. Before graduation, student should complete all graduation requirements that include:
- Completing successfully all courses of the program
- Completing successfully any practice or internship components of the program
- Obtaining a minimum Cumulative GPA of 2.0

3.5 Graduate Completion Requirements Policy

Before graduation, student should complete all graduation requirements that include:
- Completing successfully all courses of the program
- Completing successfully the thesis and/or essays as specified in the curriculum
- Obtaining a minimum cumulative GPA of 3.0

3.6 Academic Progress Policy

First: Minimum and Maximum Duration of Study
- The minimum residency requirement for all students at the University of Sahrjah in all the Colleges of Sharia, Law, Arts and Sciences, Business Administration, Fine Arts and Communication is six regular semesters, except at the Colleges of Engineering, Health Sciences and Pharmacy where it is eight regular semesters.
- The minimum residency requirement for students transferred from another university is four regular semesters to receive a bachelor’s degree.
- No student may spend more than thirteen semesters in the University to obtain the bachelor’s degree in the Colleges of Sharia, Law, Arts and Sciences, Business Administration, Fine Arts and Communication except students in the Colleges of Engineering, Health Sciences and Pharmacy who may not spend more than fifteen semesters to obtain their bachelor’s degree.
- Periods of permissible withdrawal from the University shall not be calculated as part of the duration of the student’s study.

Each fifteen credit hours in the student’s study plan transferred from within the University or from another university shall count for one semester.

3.7 Grading and Assessment Policy

Bachelor’s Degree of All University Colleges except the Colleges of Medicine and Dentistry
- All final course grades are evaluated numerically and in point average according to the following grading system:
<table>
<thead>
<tr>
<th>Grades Percentage</th>
<th>Grades</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 to 100</td>
<td>A</td>
<td>4</td>
</tr>
<tr>
<td>85 to less than 90</td>
<td>B+</td>
<td>3.5</td>
</tr>
<tr>
<td>80 to less than 85</td>
<td>B</td>
<td>3</td>
</tr>
<tr>
<td>75 to less than 80</td>
<td>C+</td>
<td>2.5</td>
</tr>
<tr>
<td>70 to less than 75</td>
<td>C</td>
<td>2</td>
</tr>
<tr>
<td>Less than 70</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>

- The minimum passing grade in any graduate course is C+ and prerequisite courses are on a pass-fail bases.
  a. A minimum C.G.P.A of 3.00 is required for graduation in the Master programs.
  b. For the purpose of raising his CGPA, a student may repeat a maximum of two courses throughout his study period. The highest score shall be included in the CGPA.
- Grades for the pass/fail credit courses shall not be counted as part of his C.G.P.A.

- The distribution of grades in a graduate course is as follows:
  - 20% - 30% for semester exams
  - 30% - 40% for reports & research work
  - 40% for the final exams

- The by-laws governing the award of the Bachelor's degree will be applied to all cases to which no provisions or regulations have been given regarding issues related to master programs.

- The Council will approve the thesis proposal and the appointment of a supervisor.
  A student may not register for the thesis credits until he has successfully completed 50% of the required credit hours.

### 3.8 Examinations Policy

#### 3.8.1 Examinations, Grades, and Averages for Bachelor's Degree of All University Colleges except the Colleges of Medicine and Dentistry

##### 3.8.1.1 Teaching and Evaluation

- 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.
- The Department shall appoint a coordinator for multi-section courses taught by more than one instructor. The coordinator shall prepare the syllabus and appoint dates for the uniform examinations in cooperation with the other instructor(s) of the course.
3.8.1.2 Examination Questions Shall Be
- in line with the objectives and outcomes stated in the syllabus
- commensurate with the time allocated for the examination
- clearly formulated and weighted
- varied to measure the students’ aptitude and skills in terms of recall, comprehension, application, and analytical skill
- in the language in which the course is taught

3.8.1.3 Answer Sheets or Booklets
- The Council shall, upon the recommendation of the College and the academic departments, prepare procedures for documenting and storing final-examination answer sheets or booklets and for keeping them for a period of no less than four regular semesters, after which they shall be destroyed under the supervision of a committee formed by the College Council for this purpose.
- The instructor of each course shall consult with his/her department’s Chair to determine the form of the answer sheets or booklets suitable for the course and to put together the necessary instructions.
- The instructor of the course shall keep the results of all his/her examinations for one regular semester.

3.8.1.4 Evaluation of Students’ Performance
- 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:
  - 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.
  - 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 week of the summer session, and the second shall be given in the twelfth week of the regular semester and the fifth week of the summer session.
  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.
- The Department Council shall approve the method of evaluation for each course separately in accordance with the following:
  - that the components of the course and its objectives are taken into consideration
  - that self-instruction is duly recognized and evaluated so that students may be encouraged and motivated to engage seriously in this kind of activity
  - that evaluation can be objectively implemented and fully documented, especially with
reference to students’ participation in class and other activities

- That the evaluation achieves the academic and Scientific objectives and outcomes of the course.
- That the evaluation procedures can be used in future to develop the educational process as well as student performance

- The instructor shall be responsible for correcting the examination papers of the course he/she teaches, recording final grades in letters and percentages correctly.
- Course examination sheets or booklets shall be returned to students within one week after the date of the examination and, a week later, the grades shall be reported to the Department’s Chair.
- Final grades for each course shall be calculated and recorded in letters, and the number of credit hours allocated for the course shall be specified.

3.8.1.5 Evaluating Examinations

The College Council shall establish policies and procedures to be followed in evaluating examinations in courses offered by the academic Departments in the College.

3.8.1.6 Exam Grading

The instructor of each course shall correct the answer sheets or booklets of the final examination and submit the results fully documented in letter grades and percentages to the Department Chair within forty-eight hours of the date of the examination. The Chair shall then submit the results to the College Council for approval. The documents submitted shall include the following:

- final examination sheets or booklets
- attendance sheet
- five copies of the final examination questions
- the grades, with fractions rounded to the nearest integer.
- all extra, unused answer sheets or booklets
- a report on the results including:
  - the number of students enrolled in the course
  - the number of students allowed to sit for the examination
  - the number of students failing to attend the examination
  - the distribution of grades and their percentages
  - the percentages of failing and passing grades
  - the number of students getting incompletes or forfeiting the right to attend the examination, and the percentages thereof.

Faculty members shall enter the grades electronically and directly into the registration system. The Registration and Admission Department shall document the results and announce them to students.

3.8.1.7 Department’s Chair’s Responsibilities

The Department’s Chair shall

- receive the documents relating to the final examination from the instructor
- make sure that the number of answer sheets or booklets corresponds to the number of students attending the examination
- submit all documents related to all final examinations to the Dean as soon as they become
- Prepare for the Dean a report on the examinations with an analysis of the results. The report shall include the following:
  ▪ The number of students enrolled in the course
  ▪ The number of students permitted to sit for the examination
  ▪ The number of student who were absent
  ▪ The distribution of grades and the percentages thereof
  ▪ The percentages of passing and failing grades
  ▪ The numbers and percentages of students getting incompletes and those barred from sitting for the examination
  ▪ Three copies of the final examination questions

3.8.1.8 Monitoring Examination Results

The College Council shall study the comprehensive reports prepared by the academic Departments on the examinations in order for the College to monitor, develop, and improve the educational process.

3.8.1.9 Reviewing Final Examination Answer Sheets or Booklets

A student may submit a written petition to the Dean of the College which offers the course within two weeks after the grades have been posted to have his/her final examination answer sheets or booklet reviewed. The petition shall be submitted through the Registrar’s Office after payment of a fixed fee. If the petition is granted, the review shall be conducted by a committee formed by the Department’s Chair consisting of himself/herself and two other members of the Department, one of whom shall be the instructor of the course. The review shall ascertain whether or not there is a material error in adding up the grades allocated to each question, copying the components of the grade, or forgetting to correct a question partially or wholly. If such an error exists, the instructor of the course shall correct it, and the corrected result shall be approved in accordance with standard procedures.

- No student shall be allowed to sit for the final examination without having settled all his/her financial obligations to the University.
- 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 in that course:
  ▪ If failure to attend the final examination is caused by ill health or some other compelling circumstances acceptable to the Dean of the College that offers the course, the student shall be given a grade of Incomplete. The Dean shall notify the Registrar’s Office of this grade.
  ▪ Any student who has been given an Incomplete must remove this mark from his/her record within two weeks after the commencement of the next regular semester by sitting for a special examination given to him/her in arrangement with the instructor of the course and the Department. The result shall be submitted to the Registration and Admission Department within this period. Otherwise, the Registrar’s Office shall give the student an F for the course in question.
  ▪ If the reason for not attending the examination mentioned in (b1) above still exists, the College Council may allow the student to withdraw from the course(s) in question and have a mark of W in his/her record.
  ▪ The mark obtained to remove the Incomplete shall be recorded in its proper place in the semester in which the course was taken.
  ▪ If the graduation of a student depends on removing an Incomplete Grade of a course, the student shall be considered a graduate of the semester in which s/he removes the Incomplete
The minimum passing letter grade is D.

- Letter grades shall be calculated as follows:

<table>
<thead>
<tr>
<th>%</th>
<th>Letters</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 - 100</td>
<td>A</td>
<td>4</td>
</tr>
<tr>
<td>85 - 89</td>
<td>B+</td>
<td>3.5</td>
</tr>
<tr>
<td>80 - 84</td>
<td>B</td>
<td>3</td>
</tr>
<tr>
<td>75 - 79</td>
<td>C+</td>
<td>2.5</td>
</tr>
<tr>
<td>70 - 74</td>
<td>C</td>
<td>2</td>
</tr>
<tr>
<td>65 - 69</td>
<td>D+</td>
<td>1.5</td>
</tr>
<tr>
<td>60 - 64</td>
<td>D</td>
<td>1</td>
</tr>
<tr>
<td>Below 60</td>
<td>F</td>
<td>Zero</td>
</tr>
</tbody>
</table>

- Grade point averages shall be designated as follows:

<table>
<thead>
<tr>
<th>GPA</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.60+</td>
<td>Excellent</td>
</tr>
<tr>
<td>3.00 – 3.59</td>
<td>Very Good</td>
</tr>
<tr>
<td>2.50 – 2.99</td>
<td>Good</td>
</tr>
<tr>
<td>2.00 – 2.49</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>Less than 2.0</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>

- The averages listed above are obtained by multiplying the points obtained in each course by the number of credit hours allocated for the course and then dividing the result by the total number of credit hours of all the courses.

- The semester average consists of the average of all points obtained in all the courses studied in that semester regardless of whether the student has passed or failed in any of them. The student shall have a cumulative grade point average by the end of his/her second semester at the University.

- In addition to what is stated in Article 16 of the By-laws book, the accumulative grade point average at any point in time is the aggregate of points obtained in every course studied up to that date regardless of failing or passing.

- The CGPA is rounded to the nearest two decimal digits.

- Names of distinguished students shall be listed in three lists: Chancellor’s list, Dean’s list and List of the Deans of Students’ Affairs (males/females) in accordance to the regulations and by-laws of honor lists at the University.

3.8.2 Examinations, Grades, and Averages for Bachelor’s Degree of Medicine and Surgery and the Bachelor’s Degree of Dental Surgery

3.8.2.1 Examination Questions Shall Be

- In line with objectives stated in the syllabus.
- Commensurate with the time allocated for the examination.
- Varied to measure the students' aptitude in recall, comprehension, application and analytical skill.
- In the instruction language of the taught courses.
3.8.2.2 Second: Answer Sheet or Booklets

- The Council shall, upon the recommendation of the college and the academic departments, prepare procedures for documenting and storing final examination answer sheets and/or booklets and saving them for a period of no less than two years, after which they shall be destroyed under the supervision of a committee formed by the College Council for that purpose.
- The college shall keep the examination results for a period of three years.

No student shall be allowed to sit for the final examination without having settled all his/her financial obligations to the University. If a student fails to attend a final examination without an excuse acceptable to the Dean, the student shall be considered to have failed in that course. If failure to attend the final examination is due to a health condition or some other excuse acceptable to the Dean, the student shall get a mark of “Incomplete”. The Dean shall notify the Registrar’s Office of this mark. The student shall then sit for the exam with other students in the August session.

Foundation Year:
- The minimum passing letter grade in the Foundation Year courses is D.
- Letter grades shall be calculated as follows:

<table>
<thead>
<tr>
<th>%</th>
<th>Letters</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 - 100</td>
<td>A</td>
<td>4</td>
</tr>
<tr>
<td>85-89</td>
<td>B+</td>
<td>3.5</td>
</tr>
<tr>
<td>80-84</td>
<td>B</td>
<td>3</td>
</tr>
<tr>
<td>75-79</td>
<td>C+</td>
<td>2.5</td>
</tr>
<tr>
<td>70-74</td>
<td>C</td>
<td>2</td>
</tr>
<tr>
<td>65-69</td>
<td>D+</td>
<td>1.5</td>
</tr>
<tr>
<td>60-64</td>
<td>D</td>
<td>1</td>
</tr>
<tr>
<td>Below 60</td>
<td>F</td>
<td>Zero</td>
</tr>
</tbody>
</table>

- Grade Point Averages shall be designated as follows:

For the First, Second, Third, Fourth and Fifth Years of the Program of Medicine and of Dentistry
- Letter grades shall be calculated as follows:

<table>
<thead>
<tr>
<th>%</th>
<th>Letters</th>
</tr>
</thead>
<tbody>
<tr>
<td>90% and above</td>
<td>A</td>
</tr>
<tr>
<td>From 85 to 89%</td>
<td>B+</td>
</tr>
<tr>
<td>From 80 to 84%</td>
<td>B</td>
</tr>
<tr>
<td>From 75 to 79%</td>
<td>C+</td>
</tr>
<tr>
<td>From 70 to 74%</td>
<td>C</td>
</tr>
<tr>
<td>Less than 70</td>
<td>F</td>
</tr>
</tbody>
</table>
- Grade Point Averages at the final integrated MBBS and BDS examinations shall be designated as follows:

<table>
<thead>
<tr>
<th>GPA</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.60 or more</td>
<td>Excellent with Honor</td>
</tr>
<tr>
<td>From 3.0 to 3.5</td>
<td>Excellent</td>
</tr>
<tr>
<td>From 2.50 to 2.9</td>
<td>Very Good</td>
</tr>
<tr>
<td>From 2.0 to 2.4</td>
<td>Good</td>
</tr>
<tr>
<td>Less than 2.0</td>
<td>Fail</td>
</tr>
</tbody>
</table>

- The minimum requirements for promotion to the first year of the Bachelor of Medicine or Bachelor of Dental Surgery are as follows:
  - Successful completion of the Foundation Year.
  - Attaining a minimum Cumulative GPA of 2.5.
  - Attaining a minimum Cumulative GPA of 2.5 in Chemistry and Biology and their respective labs.
  - Availability of places in the first year of the two programs.
- For the subsequent years of the program, the colleges of Medicine and Dentistry shall release results in percentage terms. The minimum passing score allowing promotion to the following year of study shall be 70% of combined result of the theoretical, practical and clinical exams of each year.
- The graduation average is calculated on the average of the final two years (Fourth and Fifth years) in the Program of Medicine and Dentistry.
- Students attaining a percentage of 85% and above in any semester shall be included in the College Honor List provided that he/she has not been subject to any disciplinary measures as stated in the disciplinary bylaws of the University.

3.8.2.3 Examination Dates

The Final Examinations in the Programs of Medicine and Dental Surgery shall be held in May of the respective academic year. Reset Examinations shall be held in August of the same academic year. The final Comprehensive Exam shall be held in May at the end of the Fifth year. The reset exam for failed students shall be held in November of the same academic year.

Assessment Committee

**FIRST:** The examinations shall be supervised by the College Assessment Committee. This Committee shall be formed yearly upon a decision from College Council approved by the Vice Chancellor for the Medical Colleges & Health Sciences. The members of The Assessment Committee shall be faculty members representing their respective academic departments and its responsibility shall cover all aspects of examinations in the college at all stages and levels of the curriculum.

**SECOND:** The Assessment Committee shall supervise the examination process and allocate the faculty in charge of correcting and reporting the final results to be referred to the College Council for approval.

College Council

The College Council shall, upon the recommendation of departmental councils and the Assessment Committee, determine the distribution of grades and shall inform the registrar's office of the procedures to be followed.
The College Council shall approve the method of evaluation for each phase of the curriculum and it shall take the following into consideration:

- The objectives of each course
- Self-directed learning activities and group activities shall be graded to encourage students to take such activities seriously.
- The method of evaluation shall allow objectivity and proper documentation of results especially when evaluating activities that focuses on the student’s role and interaction in the process of learning.
- The method of evaluation shall achieve the learning objectives stated in the study plan.
- The University shall verify the validity and reliability of the method of evaluation to improve the learning process and students’ performance.

**FIRST:** The Assessment Committee at the College shall supervise the correction of answer sheets or booklets of the examination and submit the results fully documented in letter grades and in percentage terms to the Dean within forty-eight (48) hours of the date of examination. The Dean shall then submit the results to the College Council for approval. The documents submitted shall include the following:

- Answer sheets or booklets
- Attendance sheets
- One set of the final examination questions
- The grades, with fractions rounded to the nearest integer
- All extra, unused answer sheets or booklets
- A report on the results including:
  - The number of students enrolled in the course
  - The number of students who were allowed to appear in the examination
  - The number of students who failed to attend the examination
  - The distribution of grades and their percentages equivalence
  - The failing and passing grades in percentage terms
  - The number of students getting incompletes or forfeiting the right to attend the examination, and the percentages thereof.

**SECOND:** The College Council shall approve the results of the final examination and send them in letters and figures to the Registrar’s Office no later than 72 hours after the end of the final examination period, so that they may be filed, checked, and released.

**THIRD:** The College Council shall study the comprehensive analytical reports prepared by the Assessment Committee on the examination. Subsequently the Council shall advise on any further improvement of the process, if needed.

**FOURTH:** A student may submit a written petition to the dean within two weeks after the grades have been released to have his/ her final examination answer sheet or booklet reviewed. The petition shall be submitted through the Registrar’s Office after the required payment is made. If the petition is granted, the review shall be conducted by the Assessment Committee. The review shall ascertain whether or not there is a factual error in adding up the grades allocated to each question, copying the components of the grade, or forgetting to correct a question partially or wholly. If such an error exists, the committee shall correct it, and the corrected result shall be approved in accordance with standard procedures.
3.8.3 Procedure for Reviewing the Final Exam Paper

1. Once the final examination period starts, the "Final Exam Review" electronic service is activated online.
2. Students can apply for a grade change online through their Banner self-service for the Final Exam Review service within two weeks after the grades have been posted.
3. The Registration Department charges the fees.
4. The application is automatically sent to the concerned college for processing.
5. The respective department chair forms a committee comprised of the Department’s Chairman and two other members of the Department, one of whom shall be the instructor of the course.
6. The review shall be limited to the following:
7. Material errors in adding up the grades assigned to each question.
8. Forgetting to correct or copy the grade of a specific question or part of a question.
9. Once the committee completes its review and reaches a decision, the instructor reports the corrections (if any) using the “Online Grade Change Form”.
10. The Dean of Academic Support Services reviews the submitted corrections and forwards the approved changes to the Registration Department.
11. The registrar in charge of the respective department implements the correction on Banner, which will reflect on the student records.
12. The “Online Final Exam Review Application” is de-activated after two weeks from the last day of exams.

3.8.4 Online Exam Policy

- Students and faculty are expected to comply with all policies regarding the conduct of online examinations.
- UoS shall provide an online exam system (e.g. Blackboard) for all instructors and students.
- UoS shall provide faculty, instructors and students with appropriate training on online examination setup and deployment on the system.
- UoS shall provide technical support to instructors and students to engage in online exam effectively.
- The instructor is responsible for designing, writing up the exams questions, assigning the weights, uploading the exam into the system, set up the grading scheme, providing answer key, evaluating, recoding and archiving his/her online exams.
- The instructor is responsible for taking the attendance of students for all online exams.
- The Department chair is responsible for coordinating online exam committee.
- The online exam committee is responsible for ensuring the invigilation quality during online exams.
- Colleges Deans are responsible for coordinating and evaluating all activities related to online exams and committees within each college.
- UoS shall regularly evaluate the effectiveness of the online process and uses the feedback for improvement of the online exams systems.
- UoS shall ensure compliance of its online exams activities with CAA standards for online exams issue.
- Students are required to maintain a secure exam environment by observing the following
actions throughout the whole exam period:
a. Working alone, without aid from anyone or any resource, including but not limited to
   written notes, recordings or internet sites except those allowed or provided by the
   examiners.
b. Keeping full face, hands, workspace including desk, keyboard, monitor, and scratch paper if
   permitted, in full view of the webcam.
c. Remaining in the originally scanned exam environment for the entirety of the exam.
   – Any exceptions to item 11 must be clearly highlighted by instructors before the exam, e.g. this
     will be an open book or open source exam.
   – It is understood that all online examination including midterm and final exams must be
     proctored, regardless of delivery mode.
   – Two cameras should be used to observe a student while taking an exam, a front camera and a
     side camera.

3.9 Academic Advising Policy
The applicant's performance in teaching and advising shall be evaluated in accordance with the
following criteria:
- Effectiveness of the applicant's teaching according to his students' evaluations in the courses
  s/he taught at the University of Sharjah.
- Effectiveness of the applicant's teaching according to peer evaluations of a sample of the
  courses s/he taught at the University of Sharjah.
- The variety of courses taught by the applicant at the University of Sharjah.
- For the rank of Full Professor, the contribution of the applicant to graduate studies through
  teaching graduate courses and/or supervising students' theses.
- The applicant's contribution in developing study plans and programs including proposing new
  courses or modifying already existing ones.
- The applicant's contribution in improving the teaching process by being creative and through
  writing academic materials and conducting and publishing case studies comparing and
  contrasting the effectiveness of teaching methods and techniques.
- Utilizing educational technologies in teaching.
- Participating in academic advising.
- Participating in seminars, workshops, or conferences pertaining to improving and developing
  teaching methods.

3.10 Class size policy
The University of Sharjah is dedicated to ensuring that curricular programs and offerings are delivered in
a timely and sequential manner giving students the confidence that they will complete their
degree/program requirements in a timely manner. To ensure efficient use of institutional resources, UoS
has established the following policy on minimum class size.

Definitions
- Class: The type of activity required for a subject such as a lecture, tutorial, laboratory, seminar, or
  practical.
- Lecture: Formal class in which lecturer presents program material to all students enrolled in a given
  subject.
- Laboratory Class: A class held in a workshop, studio or laboratory.
- Tutorial: Usually less formal than a lecture, a tutorial is a small class in which material from lectures
- Seminar: A class which combines elements of both lectures and tutorials, enabling interaction within the class and between the class and the teacher to complement the delivery of subject content.

**Maximum and minimum class size**

Course enrollment limits are determined by a number of factors including (1) the maximum number of students in which a high level of student learning can take place, (2) instructional method (format) and mode, (3) the available seats or work stations in a classroom, (4) other factors such as limits set for accreditation, safety, etc. The maximum and minimum number of students to be allocated to a class in any subject taught (including undergraduate core subjects) should be as follows:

<table>
<thead>
<tr>
<th>Class type</th>
<th>Maximum enrollment</th>
<th>Minimum enrollment</th>
<th>E-learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture</td>
<td>70</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>Tutorial</td>
<td>20</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Seminar</td>
<td>30</td>
<td>15</td>
<td>40</td>
</tr>
<tr>
<td>Laboratory/Studio</td>
<td>Class enrollment is limited to the number of students able to be accommodated by the space, equipment and tutor/demonstrator allocation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Exceptions**

Under particular circumstances, it may be necessary to exceed these limits. Should an exception to this Policy be necessary, approval must be given by the appropriate Dean and Vice Chancellor.

The following will be considered exceptions to the minimum class enrollment requirement:

1. Clinical experiences
2. Student teaching supervision
3. Office hours
4. Honors Seminars
5. Internships/Field Experience
6. Practicums/Capstone courses

The department Chair with approval of the College Dean and Vice Chancellor may offer courses below the minimum class size requirements when:

1. The course is required for graduation and suitable substitutions cannot be made for students.
2. The course is required in a major and must be offered in the current quarter to keep proper course sequence.
3. The course is in a newly established degree program, concentration, or support area or is required to maintain accreditation.
4. Cross-listed or undergraduate/graduate course taught as a single class by the same faculty at the same time.
5. First-time offering of the course.
   - Thesis
   - Projects
   - Practical training
**Class cancellation procedure**

One month prior to the first day of class, the Registration Department will provide weekly class section status reports to each department/division chair, the college dean and the vice Chancellor. Two weeks prior to the first day of classes, the department chair will meet with the dean, review the section status report and send a list of canceled classes to the Registration Department which will immediately notify the students that the class has been canceled.

If a faculty member has had a class canceled due to low enrollment, the chair and dean, in consultation with the faculty member, will reassign the faculty members time to other courses or responsibilities.

The dean will also send a list of courses which are granted an exception under this policy to the vice Chancellor.

**3.11 Course syllabus policy**

For each course offered, an institution must provide a comprehensive syllabus, containing sufficient information to ensure that:

a. those involved in curriculum development understand any pre-requisites or corequisites, and the learning outcomes of the course;

b. students and external reviewers understand the course’s contribution to the program and its connection to other courses in the curriculum;

c. students who take the course understand what they need to have achieved in order to take the course, what will be expected of them during the course, and what outcomes they will have achieved having successfully completed the course;

d. sufficient information on the course is available for the purposes of course and program review (program effectiveness).

Each course syllabus should include:

a. course title and course code/number;

b. credit hours (or equivalent);

c. pre-requisites (if any) and co-requisites (if any);

d. name and contact information of instructor(s);

e. brief course description (as in the Catalog);

f. intended learning outcomes of the course;

g. linkage and contribution of course learning outcomes to the program outcomes;

h. course topics and contents on a week-by-week basis, including sessions for assessments;

i. scheduling of laboratory, studio, external visits and other non-lecture sessions, including online sessions, as appropriate;

j. information on out-of-class assignments with due dates for submission;

k. methods and dates of examinations and other student assessments, including the relative weight of various assessment elements in determining the course grade;

l. teaching methods, including any use of online instruction;

m. course texts and recommended readings listed in standard bibliographic detail, and any other learning resources

**3.12 Course files policy**

**3.12.1 Policy of course e-file**

The UoS places the responsibility of maintaining an updating file for each course on faculty members. Course files must contain sufficient information on each course presentation so that the faculty or other
persons who assess program effectiveness can determine whether learning outcomes are met and accordingly make decisions on future changes to the course in order to enhance its quality.

At the end of each term, Chairpersons are expected to assess the contents and quality of the course files prepared by faculty members of their departments. As per Stipulation 7 of the CAA Standards for Licensure and Accreditation 2011, every course file is shall contain the following:

1. syllabi for the current and previous offerings of the course;
2. copies of all instructor teaching materials;
3. copies of all assessment instruments;
4. instructor worked answers and marking schemes for all assessment instruments;
5. examples from across the range of student performance of graded responses to all assessment instruments;
6. a comprehensive instructor review of the presentation of the course, covering:
   a. appropriateness of the course learning outcomes;
   b. extent to which the syllabus was covered;
   c. extent to which learning outcomes were met (with evidence);
   d. appropriateness of textbooks and other learning resources;
   e. appropriateness of assessment instruments in relation to learning outcomes;
   f. appropriateness of the balance of assessment;
   g. appropriateness of prerequisites;
   h. general comments on any problems encountered with the course;
7. quantitative analysis of student performance during the course presentation (e.g., grade distributions);
8. summary of student feedback on the evaluation of the course.

The DQAIEA plays a supporting role in assisting colleges and departments in maintaining and improving the quality of the contents presented in their course file. Colleges are periodically visited by the Deanship and the Institutional Effectiveness and Accreditation Committee for an internal review process that contains a number of college documents, including course files.

### 3.12.2 Procedure of maintaining the course e-file

The academic course e-portfolio is a workspace that documents reliable and objective information about course activities during each offering to demonstrate its effectiveness. It also ensures efficiency, easy documentation, easy access, better archiving and more transparent sharing of information between eligible stakeholders.

The course e-portfolio is structured according to UoS policies and the accreditation Standards. The accumulation of both quantitative and qualitative data documented in each cycle would help faculty to develop appropriate recommendations for improvement to be implemented during the next cycles. This process would ensure the continuous improvement of students experience in the course and the achievement of its leaning outcomes.

The collected data in each course e-portfolio would serve to build the program e-portfolio.

The procedure for developing and maintaining course e-portfolio is as follows:

- The Deanship of QAIE create an e-portfolio for each course in the proper department and college, that include the standing requirements (course description, goals and learning outcomes) as well as the cycles of course offering.
- The DQAIE gives access to the course e-file to all course instructors, chairperson and dean. In case of multi-section courses the course coordinator is given view and edit access while other instructors will be given view only access.
- The course instructor/coordinator is responsible for completing all components for each course offering within the semester of the course offering.
- The course instructor/coordinator closes the loop in the course e-portfolio no later than the second week of the semester that follows the semester of course offering. In case of approved course improvement/modifications actions need more time for implementation the instructor/coordinator is responsible for documenting them as soon as possible but no later than the second subsequent offering of the course.
- The chairperson is responsible for ensuring that each course e-portfolio is completed on time.
- The college dean is responsible for coordinating with the chairpersons to ensure completion of all course e-portfolios in the college before the end of each semester.
- The DQAIE is responsible for coordination with instructors, chairpersons and deans to ensure proper completion of all course e-portfolios on time.

3.13 Teaching and Learning

3.13.1 Pedagogical Approaches and use of Technology

A. Terms

Pedagogy and its Forms:
Pedagogy refers to the “interactions between teachers, students, and the learning environment and the learning tasks. This broad term includes how teachers and students relate together as well as the instructional approaches implemented in the classroom.

Pedagogical approaches
This is often defined as the way teachers teach their pedagogy discipline that deals with theory and practice of teaching.

Pedagogic Strategies can be defined at 3 levels: General instructional designs. Designs applied to a teaching/learning unit (e.g. a lesson or a course module) Pedagogic methods that are part of a wider design.

Pedagogical Practices
- The learning activities that support the unit of content; the instructional approach such as active learning, constructivist model, student-to-student engagement; teaching to multiple learning styles, variety of assessments.
- Methods, strategies, and/or styles of instruction.

Pedagogic planning
Is the process of developing a schema for a learning activity or session, which defines and may organize in advance some aspects of the learning environment, interactions, tasks, scheduling, and resources.

Effective pedagogy
An effective teacher must have a range of different teaching and learning tools that can be drawn upon and used in the classroom.

B. Pedagogical Approaches to Technology Enhanced Learning
Within each of the six pedagogical areas the University provides an associated list of technical learning tools, linking to detailed tool pages providing direct access to overviews, support and advice.
**Blended learning**
Blended learning offers tutors the opportunity to engage students in a variety of ways, enhancing the learning of all.

**Feedback and feedforward**
If assessment is at the heart of the learning experience, feedback on students’ responses to assessment is critical for all universities.

**Flipped classroom**
The flipped classroom is a pedagogic model where the typical structure of a lecture followed by self-study is reversed or flipped.

**Assessment**
Have assessment practices kept pace with the vast changes in the context, aims and structure of higher education?

**Collaboration and co-creation**
Co-creation is the development of student-led, collaborative initiatives leading to co-created outputs.

**Engagement**
The student experience throughout their time in UOS is a key focus for the university with engagement being a vital component.

### 3.14 Intensive mode of study

The CAA Standards defines intensive mode of delivery as “courses that are offered over a shorter duration than the generally accepted period of a standard semester”. This includes all courses introduced in a condensed period, excluding summer courses. New programs must include all modes of delivery, including intensive mode if applicable, in their applications for initial accreditation. If an intensive mode of delivery is to be introduced to an existing program, the CAA must be notified and approve of such substantial change prior to start of the concerned program or courses. Please refer to Appendix 1 of the CAA Standards: Courses offered in Condensed Periods.

Both students and University administration must be clearly notified of the intended start and end dates of the actual teaching period whenever an intensive mode of delivery is to be applied. The University must also specify and announce the program and course outlines, the commencing and finishing dates, and due dates for submission of assessment tasks for units offered in intensive mode.

Colleges and departments planning to introduce an intensive mode of delivery must take all measures necessary to assure that quality of teaching and learning is maintained and that students’ learning experience is not compromised due to the shortened period of study time. Such measures include:

- Study plan, contact time, and credit hours are appropriate for the level of program/course and are aligned with international practice in the discipline.
- The full content of the syllabi can be covered and all learning outcomes can be achieved during
the study period.
- All student services and facilities are available during the shortened period of time.

For more information on the intensive mode of delivery, please contact the Deanship of Quality Assurance, Institutional Effectiveness, and Accreditation.

3.15 Direct Study/Independent Study

The CAA Standards define Directed/Independent Study as a “course in which a student is individually supervised by a faculty member, which enables a student to undertake a learning opportunity which is otherwise unavailable”. These courses must have an appropriate syllabus, learning outcomes, teaching/learning methods and assessment tools. The CAA Standards limit the amount of such credit that can be applied to an undergraduate qualification. The UoS offers independent studies in the form of “special” or “selected” topics.

Special Topics
1. A selected topics course is initiated by the instructor, who identifies a topic for the course.
2. If the course has not been approved by the Academic Advisory Committee, an instructor who wishes to offer a new topic in a special topics course must submit a proposed course outline to their department head. The course outline must contain:
   a. A rationale for the topic (including an explanation of why the subject of the course is appropriate for a special topics course)
   b. A description of learning outcomes for the topic in accordance with the approved learning outcomes of the course
   c. A description of how student performance in the course will be evaluated, including weightings for evaluation components
3. The approval of the College/Department Council must be obtained for this topic offered in this special topics course.
4. Departments or programs may limit the number of special topics courses an individual student can take, and/or limit the number of special topics courses an individual student can use for program credit.

3.16 Graduate Study

3.16.1 Goals of Graduate Studies

In establishing graduate studies and conferring graduate degrees, the University aims to achieve the following objectives:
- To enrich human knowledge in all fields through specialized programs of study and serious research aiming at making original contribution in sciences and practical applications and discovery of new scientific facts.
- To pay particular attention to Arab-Islamic studies by expanding their scope and publishing their findings.
- To provide high-quality scientific and professional training to individuals working in the various fields of knowledge, theoretical and applied, to carry out the comprehensive development plans of the United Arab Emirates.
- To encourage those working in science to be abreast of fast-paced scientific and technological knowledge and to motivate them to be creative and innovative, to offer scientific and technical consultations to public and private institutions in the state and to encourage the scientific
approach in dealing with the social problems in the UAE and the Arab World.
- To enable outstanding undergraduate students to pursue their higher studies locally.
- To enhance the quality of current university-level programs by interacting with the graduate programs, and to reinforce the University's status as a center for intellectual and cultural activity by opening channels to scientific endeavors worldwide.

3.16.2 The Organizing of Graduate Studies

A deanship of Graduate Studies shall be established to supervise and coordinate all graduate programs in the University, recommend their approval and evaluate and subject them to constant review.

A Graduate Studies Council shall be set up to oversee all matters related to graduate studies. The council shall be empowered to take all the necessary and relevant decisions in accordance with the provisions of these by-laws. It shall:
- Propose, amend and coordinate the general graduate studies policies in all colleges and centers, and ascertain their implementation after their approval.
- Propose subsidiary by-laws in coordination with the academic departments and colleges regarding the organization of graduate studies.
- Propose, implement, and supervise admission criteria.
- Recommend the approval of new programs after studying them and harmonizing them with existing programs.
- Recommend the approval of the decisions of graduate studies and their amendments along with changes and modifications to study plans.
- Recommend graduate degree titles in both Arabic and English based on the recommendations of college councils.
- Recommend the conferral of academic degrees.
- Approve the proper decisions regarding all graduate students' affairs.
- Approve the formation of academic committees to supervise and examine theses.
- Lay down the general framework for research proposals, thesis-format guidelines, and the forms to be used by examining committees.
- Conduct periodic evaluations of graduate programs in consultation with internal and external specialized committees or bodies.
- Review the annual reports on graduate studies submitted by the academic departments in the University.
- Study matters referred to it by the Council of Deans, the Chancellor, or by the Dean of Graduate Studies and submit recommendations thereon.

a. The Graduate Studies Council shall consist of the following:
   - The Dean (chairman)
   - The Deputy Dean
   - Chair’s of the College Graduate Studies Committee for colleges that have master programs.
   - Three professors nominated by the Dean and appointed by the Chancellor for one renewable year.

b. The Council shall convene upon an invitation by the chair at least once a month. The meeting shall not be deemed legal if less than two-thirds of its members are present. Decisions shall be taken by a simple majority of the members present. In case of a tie, the side on which the chair has voted shall carry the motion. The Council may also form standing or ad-hoc committees from among its members or others to study matters
referred to them.

Taking the following into consideration, the Council of Deans shall lay down detailed criteria for the approval of graduate programs recommended by the Graduate Studies Council:

- That the academic department has a sufficient number of specialized professors and associate professors in the area of the program.
- That research facilities such as libraries, laboratories, computer facilities, etc. are available to ensure the success of the program in term of teaching, supervising and research.

The Council of Deans shall be empowered to recommend the following degrees:

- Master's (M.A. and M.Sc.)
- Doctorate (Ph.D.)
- Higher Graduate Studies Diploma

Taking into consideration the provisions of Article 5 and Article 9 chapter three from UOS By-laws, the Department shall submit to the College Council a detailed description of the program it wishes to offer, in which it points out the following:

- The objectives of the program and its relevance to the UAE society.
- The nature of the program with regard to its academic, professional and scientific orientation.
- The significance of the program and its rationale compared to programs offered by similar departments within the University and other universities in the UAE.
- Available or requisite manpower needed to offer a high-quality program, both pedagogically and professionally, with special reference to the main areas of research in the Department.

The Graduate Studies Council shall study the proposed program and coordinate its requirements with those of existing programs, if any, to avoid duplication. Thereafter, a recommendation shall be submitted to the Council of Deans to decide on the matter.

Changes in courses, program requirements, or admission criteria shall be made by a decision taken by the Council of Deans upon the recommendation of the Graduate Studies Program and in coordination with the departments concerned.

The University may offer joint programs administered by two or more departments or colleges in accordance with rules laid down by the Council of Deans upon the recommendation of the Graduate Studies Council and in coordination with the departments concerned.

### 3.16.3 Admission and Registration

**First: Admission Requirements**

The Council shall determine, upon the recommendation of the Colleges and Department Councils, the number of students to be admitted into the Graduate Studies Programs each year.

Each applicant for admission into the Master's programs shall:

- Be a holder of a Bachelor's degree from a recognized university;
- Have his/her degree in an area that qualifies him/her to join the program he/she is seeking to join;
- Submit a medical certificate attesting that he/she is free from infectious diseases.
- Submit recommendations by two of his/her former instructors.
- Submit a letter of approval by his/her employer if he/she is employed.
The minimum admission requirement for the Master’s degree is a grade of Good in the first degree and a cumulative grade-point average (CGPA) of not less than 3.0 on a 4-point scale. Applicants whose CGPA is less than 3 may be admitted conditionally in accordance with the executive instructions of the University and pursuant to the decisions of the Ministry of Higher Education. The Graduate Studies Council may, upon recommendation from the department, add other conditions it deems necessary for admission.

Applicants shall satisfy all the other admission requirements stipulated by the Department concerned.

Each applicant to the doctorate program shall have had at least a very good standing (3 out of 4 points) on the master’s level.

Admission to the master’s or doctorate programs in areas other than those of the applicant’s area of specialization may be granted upon the recommendation of the Department and College Councils and the approval of the Graduate Studies Council.

The Department concerned may recommend admission to the master’s and doctorate programs conditional on the candidate passing a number of pre-requisite courses within a period not exceeding two semesters.

The student shall be admitted by a decision of the Council upon a recommendation from the Postgraduate Studies Committee in the Department, and the Dean shall communicate the decision to the student, the Department, the College, and the Department of Admissions and Registration to carry out the registration of students.

No student shall be allowed to join two graduate programs at the university at the same time.

Postponement and interruption of studies, transfer, dismissal from, or reinstatement in, the program shall all be governed by existing regulations. These actions shall be based on a decision by the Department Council and the approval of the College and the Graduate Studies Councils.

3.16.4 Educational System

Study for the master's degree shall take one of these two forms:
- Course work and a thesis.
- Course work and a research project

Study for the doctorate shall be by course work and a thesis.

The academic year consists of two semesters.

The minimum time required for the award of the Master's degree is three semesters and the maximum is eight. The minimum time required for the award of a doctorate is six semesters for a person with a Master’s degree, and the maximum is twelve.

Third: Tests and Examinations

Tests and Examinations in graduate courses shall be governed by existing regulations.

Section 5: Scientific Theses

First: Preparation and Supervision

Theses shall be written in Arabic or English in accordance with the policy of the Department, with an abstract provided in the other language.
Supervision of theses is the responsibility of full and associate professors. However, assistant professors may be permitted to supervise theses in the Master's level, based on the approval of the Council.

The Council may permit supervision to someone of distinguished experience and scientific knowledge from outside the teaching staff.

Co-supervisor from outside the Department of specialization may be appointed when the need arises.

The maximum number of theses that can be supervised at any time is four for the full professor, three for the associate professor, and two for the assistant professor. The Council, however, may increase the number if necessary.

A supervisor may be replaced by another in accordance with the same procedures followed in the appointment of the first if compelling circumstances arise requiring such a replacement.

Second: Theses Defense

The defense committee shall be appointed and a date therefore shall be set by a decision of the Dean based on a proposal from the supervisor, the recommendation of the Postgraduate Studies Committee in the Department and the approval of the College Postgraduate Studies Committee.

The examination committee shall submit its recommendation to the Dean of Graduate Studies through the Department's Chair within one week from the defense date.

Third: Remuneration

Each examiner shall be paid AED. 1,000 for a master's thesis and AED. 2,000 for a doctorate thesis.

Examiners from outside the UAE for the master's or a doctorate thesis shall be paid AED. 3,000 and provided with a return business ticket and full board in a suitable hotel for a maximum of three nights.

The Chancellor shall issue the regulations and decisions necessary for the implementation of these by-laws.

The Chancellor, Dean and the Department of Admission and Registration shall be responsible to implement the provisions of these by-laws.

These by-laws shall render any text or decision that contravenes its provisions null and void.

Award of Master's Degree Bylaws

3.16.5 Master Degree Requirements

The minimum course requirement for the Master's degree are at least 33 credit hours composed of 24 credit hours of coursework plus another 9 hours for thesis work or according to the requirements of the comprehension exam track.

The Master's program comprises the following:
- Compulsory courses : 9 - 24 credit hours
- Elective courses : 6 - 15 credit hours
- A thesis : 9 credit hours

The Council may, upon a recommendation from the Graduate Studies Committee in the Department and the College instruct the student to a study a maximum of 12 credit hours as prerequisite courses to be taken during the first year of enrolment in the program, and such credits shall not be included in the CGPA or counted toward the time limit set for graduation.
The time limit set for obtaining the Master’s degree shall be no less than three academic semesters, and shall not exceed eight academic semesters commencing from the semester in which the student starts his studies. The student may postpone study or withdraw from all courses for two additional academic semesters in accordance with the regulations.

- The academic year is made up of two full semesters each lasting for 16 weeks, excluding times for registration & examinations.
- The required credit load for each semester is 6-12 credit hours.

3.16.6 Admission

The Council will determine, at the commencement of the academic year, and upon recommendations from the Colleges and the Departments, the number of students to be admitted in that year.

To be admitted into the Master’s program, a candidate must fulfill the following requirements:

- The student must hold a bachelor’s degree or equivalent from a recognized university with a minimum grade of Good and a CGPA of 3 on a 4-point scale. Students with a CGPA of less than 3.0 may be admitted conditionally in accordance with the executive instructions of the University and pursuant to the decisions of the Ministry of Higher Education.
- During his undergraduate years, his attendance must not have fallen below 75% of the required percentage.
- His undergraduate degree should be in a subject that would qualify him for the graduate major he wants to pursue in accordance with the study plan of that major.

A Master's candidate can be accepted in a Master's degree in a field different from his major upon the recommendation of the Department, College and the approval of the Council.

A Department may require a student to pass 12 credits as prerequisite courses within two academic semesters from enrollment as a condition for admission in the program, subject to the following:

- Registration for Master level courses is not considered unless candidate has passed the required prerequisite courses. If he has only one or two more prerequisite courses to complete, the Department may allow him to enroll in the higher study courses.
- The time the student takes in order to finish the required prerequisite courses shall not be counted in the period set for obtaining the degree unless the student has enrolled in some of the compulsory graduate courses along with the prerequisites.

The Council may request additional admission requirements for the Master's degree based on the recommendations from of the Department.

- Applications for admission to the Master’s degree shall be submitted to the Deanship on forms prepared by the Deanship. Thereafter, the forms shall be forwarded to the concerned Department for appropriate decision in light of conditions of admission.
- The student shall be admitted by a recommendation of the Postgraduate Studies Committee in the Department, and the Dean shall communicate the decision to the student, the Department, the College and the Department of Admissions and Registration to complete registration procedures.

If a student is expelled from a Master's program, he is not allowed to enroll in the same program again.
3.16.7 Student Transfer

At the commencement of study, the program will assign to each student an advisor to provide him with guidance in his studies and assist him in selecting a topic for his dissertation and the research proposal.

A student working towards the Master's degree may change his major provided his old Department, the new Department and the College approve such a transfer, subject to the following:

- The candidate must meet all the requirements for admission in addition to any extra requirements that the Department he wishes to transfer to deems necessary.
- The Postgraduate Studies Committee in the Department may recommend to the Dean that a maximum of 12 credit hours of corresponding courses that was studied at the university to be transferred provided that the student’s grades therein are included in his CGPA.
- The student's registration has not been cancelled for any reason.
- Time spent on a previous major is counted as part of the time needed to complete degree requirements in the Master's degree on the basis of nine credits to each semester
- A graduate student is allowed to change his major only once throughout the period allowed for Master's degree.
- Subject to the provisions of Article 8 (number of students admitted in the program), a student may, by a decision of the Council based on a recommendation from the Postgraduate Studies Committee in the Department, transfer from a Master’s program from outside the University to a similar program if he satisfies admission conditions and has not been dismissed from the university he is transferring from.
- The Postgraduate Studies Committee in the Department may recommend to the Dean that no more than 9 credit hours of corresponding courses to be transferred provided that the student’s grade therein is not less than Very Good or (B) (3.0 out of 4.0) or equivalent.
- A maximum of four years have elapsed since he had studied the courses such counted.

Limits transferred credits for Master's programs from Outside UoS

a. The total transferred credits for Master’s programs should be maximum of 25% of the total credits required for the program or equivalent to 9 credit hours.

b. The Graduate Studies Committee in the department may recommend to the Dean that no more than 9 credit hours (25% of the total credits) of corresponding courses be included provided that the student’s grade therein is not less than Very Good or (B) (3.0 out of 4.0) or equivalent. Such grades shall not count in the student’s new CGPA. In special circumstances, more than 9 credits can be considered after the recommendations of the Graduate Studies Committee in the Department and upon the approvals of the Dean and the Chancellor.

c. The student has not been expelled from the university he/she is transferring from

d. One semester for each 6-9 hours shall be subtracted from the time limit for obtaining the degree.

3.16.8 Grades and Examinations

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

**Grades Percentage Grades Points**

- 90 to 100 A 4
- 85 to less than 90 B+ 3.5
80 to less than 85 B 3
75 to less than 80 C+ 2.5
70 to less than 75 C 2
Less than 70 F 0

CGPA will be equivalent to the following grades:

**CGPA Points Grades**
- 3.70 - 4.00 Excellent
- 3.30 - 3.69 Very Good
- 3.00 – 3.29 Good
- Below 3.00 Fail

The minimum passing grade in any graduate course is C+ and prerequisite courses are on a pass-fail bases.

- A minimum C.G.P.A of 3.00 is required for graduation in the Master programs.
- For the purpose of raising his CGPA, a student may repeat a maximum of two courses throughout his study period. The highest score shall be included in the CGPA.

Grades for the pass/fail credit courses shall not be counted as part of his C.G.P.A.

The distribution of grades in a graduate course is as follows:

- 20% - 30% for semester exams
- 30% - 40% for reports & research work
- 40% for the final exams

The by-laws governing the award of the Bachelor's degree will be applied to all cases to which no provisions or regulations have been given regarding issues related to master programs.

The Council will approve the thesis proposal and the appointment of a supervisor.

A student may not register for the thesis credits until he has successfully completed 50% of the required credit hours in accordance with the provisions of article (20) and paragraph (a) of article (21) from by-laws book.

### 3.16.9 Attendance

- If the student absence exceeds 25% of the total number of hours of any course without an excuse acceptable to the course instructor and approved by the College Dean, the student shall be barred from the final examination and shall be given a grade of (F). However, he may duly withdraw from the course if the remaining period permits such withdrawal in accordance with the regulations.
- If the student absence with an excuse acceptable to the course instructor and approved by the College Dean exceeds (25%) of the total number of credits of any course, the student shall be considered to have withdrawn from the course and a grade of (W) shall be recorded in his transcript.

Academic rules & regulations governing the award of the Bachelor's degree will apply to all the procedures followed in submitting a medical excuse.
A student, who has missed a final exam with an excuse acceptable to the Dean of Graduate Studies, is given an "I" (incomplete) for the course. In this case the instructor concerned will be informed, and the "F" is replaced by an "I". The "I" must be cleared within the first few weeks of the following semester. However, if the student has withdrawn the following semester, he is to clear the "I" in the following semester.

3.16.10 Drop-Add, Postponement, and Suspension of Registration

FIRST: Drop and Add

A student may withdraw from one or more courses during the first week of the semester without recording the course on his transcript. He may also withdraw from one or more courses during the first eight weeks of the semester with the approval of the Dean and the recommendation of the course instructor in accordance with a special form prepared by the Deanship. The Director of Admissions and Registration and the Chairman of the Department shall be advised in writing of the decision, and a grade of (W) shall be recorded in the student’s transcript.

- The number of credit hours registered by the student should not fall, as a result of a student's withdrawal, below the minimum study load permitted by these by-laws.
- A student whose absence exceeds 25% will be deemed to have withdrawn from the course and will receive a (W) grade in his record for that course if he presented an acceptable excuse. His study in that course will be considered postponed.
- The Dean of Graduate Studies may approve the withdrawal of a student from all the courses in a given semester, provided that the request for withdrawal is submitted no later than 2 weeks before the final exams. The student will receive a "W" grade for the courses of that semester.
- The Dean of Graduate Studies may approve a student's complete withdrawal from the program in which he was admitted, provided that an application is submitted no later than 2 weeks before the start of the final exams. A student who withdraws will not be allowed to enroll in the same program if his C.G.P.A. was less than 3.00 at the time of withdrawal.

SECOND: POSTPONEMENT

A student is permitted to postpone (Leave) his studies only after he has completed at least one semester in the program he has enrolled in.

A student who has spent at least one semester in the program which he has joined may request a postponement for a period of not more than two consecutive or separate semesters by a decision of the Dean and a recommendation from the Postgraduate Committee in the Department, provided that this is done in the first half of the semester.

The Student's study will be postponed:
- His application for postponement is approved.
- If paragraph (b) of Article 31 or paragraph (a) of Article (32) is applicable from By laws book.

Third: Suspension of Registration

The student status will be deemed under suspension if the semester starts and he has not registered for that semester.

If the student stops his studies for two consecutive or separate semesters, he shall be dismissed from the program but may be re-admitted by a Council decision.

A student who has lost the right to study as a result of study suspension or withdrawal from a program
may submit an application for re-admission. If admission conditions in his old program are satisfied, he may be re-admitted by following the regular admission procedures. His academic record shall be kept intact and he shall be permitted to resume the program in accordance with the study plan approved after his re-admission provided that the period of suspension or withdrawal does not exceed four years.

3.16.11 Academic Warning and Expulsion

A student will be placed under academic probation in one of the following two cases:
- If he fails to obtain, by the end of any semester, a C.G.P.A. of 3 out of 4 in the courses he studied until the end of the semester in question.
- If the supervisor decides that the student is negligent in his thesis work.

A student will be suspended from the Master's program if:
- The student fails to score C+ in a course, even when repeated for a better grade.
- If his C.G.P.A. falls below 3.00 out of 4.00 for 2 semesters and he fails to clear the probation by the third semester.
- If his study period exceeds the maximum time limit allowed in Article (6) from by laws book.
- If he commits any act that violates the rules, regulations and by-laws of the University.

A student who is expelled from the program because of his low C.G.P.A is allowed to re-enroll for 9 credit hours. If he manages to raise his C.G.P.A. to 3.00 & clears the probation, he is allowed to re-enroll provided that:
- His C.G.P.A., was a minimum of 2.5 when expelled.
- The courses he enrolls for are part of his study program.
- He completes these courses in no more than two consecutive semesters from his expulsion. The two semesters will, however, be included in the maximum allowed period for graduation.

3.16.12 Supervision and Defense of Thesis

- The Council appoints a supervisor for the Master's candidate based on the recommendation of the Graduate Committee in the in the Department concerned.
- The Council shall make a decision to approve the thesis proposal no later than the end of the third semester from the date when the student joined the program based on the recommendation of the Department.
- The supervisor appointed to supervise the thesis must be a full professor or an associate professor.
- If need be, the supervisor could be an assistant professor who has at least 2 years of experience and a minimum of two papers in his field of specialization published or accepted for publication in a refereed journal or two papers.
- The supervisor could be a distinguished researcher or eminent authority in the field in question from outside the University and will be appointed by a decision of the Council upon a recommendation from the Department and College.

The maximum number of theses supervised by one professor shouldn't exceed:
- Four in case the supervisor is a full professor
- Three in case the supervisor is an associate professor
- Two in case the supervisor is an assistant professor, subject to the provisions of paragraph (b)

The Council, however, has the right to increase the number of theses to be supervised according to the
Department recommendations.

The Council may decide, upon the recommendation of the Department and the supervisor, to appoint a second supervisor for the thesis if the need arises.

In special circumstances, a supervisor may be replaced by someone else in the same manner he was appointed.

The Council may decide, upon a recommendation of the Department, that a supervisor who is on paid or unpaid sabbatical leave, continues to supervise individually or jointly the student's thesis provided that the leave is spent in the United Arab Emirates.

At the end of each semester, the supervisor submits a detailed report to the head of Department in which he charts the student's progress. A copy of the report will also be submitted to the Dean of Graduate Studies.

Once the thesis is completed, the supervisor will submit a final report to the head of Department in order to complete the procedures stipulated by the degree requirements regulations.

The weight for teaching master courses and theses supervision load shall be calculated in accordance with the executive instructions issued by the University.

Both the title and the theses proposal may be modified if required in the same manner adopted for thesis proposal approval.

The defense committee shall be appointed and a date shall be set by a decision of the Dean based on a proposal from the supervisor, the recommendation of the Postgraduate Studies Committee in the Department and the approval of the College Postgraduate Studies Committee.

The number of the defense committee members shall be at least three (excluding the co-supervisor). One of them must be from outside the Department or University, and must satisfy the conditions of supervision. The supervisor shall be the Chairman of the Committee which will take its decision by a majority vote (2/3 or 3/4 or 4/5).

The discussion of the thesis will be in the following manner:

- The student will present a synopsis of his thesis.
- The chairman of the panel will conduct the discussion at the end of which the panel will deliberate, make one of the following decisions and communicate it to the student:
  - To accept the thesis and recommend awarding the degree.
  - To accept the thesis and the award of the degree after the remarks of the panel have been taken into account. In this case, the student will be given a period of no less than one month and no more than three months from the date of the viva. Following this, the panel members will submit individual reports to the chairman of the panel indicating that the student has complied with the remarks. The chairman will convey the reports to the head of Department along with the report of the viva panel for submission to the Deanship of Graduate Studies.
  - To re-discuss the thesis after major changes have been made, in which case the student will be given a period of no less than six months and no more than one year from the date of discussion.
  - To reject the thesis and state the reasons for the decision. In this case, the student will be awarded a postgraduate diploma.
  - If the period specified in paragraphs (2) and (3) expires without the student submitting his thesis along with the required changes, or if he fails to incorporate the panel's remarks,
the thesis will be deemed to have been rejected, and the provisions of paragraph (4) will apply.

Section 10: General Provisions
The student will be awarded the Master’s degree by a decision of the Council of Deans upon the recommendation of the Council, which will base its recommendation on the decision of the viva panel to accept the thesis.

The student will grant the University in writing the right to photocopy the entire thesis or parts thereof for research purposes and exchange with other universities.

The Council of Deans will take decisions on council recommendations for matters not provided for in these by-laws.

The Deanship of Graduate Studies and the Department of Admission and Registration will be responsible for the implementation of these instructions.

3.17 Registration Load
Students are allowed to register every term within the registration load of their program, based on the level of the student, the academic standing and the study system (Full/Part time).

Diploma and Undergraduate
1. Credit is an approximate measure of the work required in a course in the semester based programs.
2. Yearly-based programs follow a yearly system as the basis for its educational system, and students are registered in their annual units according to their study plans.
3. Students studying a diploma or an undergraduate degree (semester-based) at the University of Sharjah must be registered for a minimum of 12 credit hours each semester in order to maintain their registration.
4. The minimum/maximum academic load depends upon the students’ academic standing, and is determined once final grades are released, but generally follows the rules below:
   a. Students with CGPA<2.00 should register for 12 or 13 credit hours
   b. Students with CGPA>=2.00 should register for 12 to 19 credit hours
   c. Students with CGPA>=3.6 are permitted to register for 12 to 21 credit hours
   d. Students with GPA (first semester) <2.00 are permitted to register for 16 credit hours
5. A student in good standing may enroll in up to 21 credit hours if taking a higher load will lead to graduation at the end of the same semester.
6. Students under academic probation may enroll in up to 15 credit hours if taking a higher load will lead to graduation at the end of the same semester.
7. Students who register between 9 to 11 credits will only be permitted to proceed with the Dean of College’s approval.
8. Students registered for fewer than 9 credits will be dropped and considered to be absent from the semester, unless the student is expected to graduate at the end of the semester and requires less than 9 credits to do so or has completed the Medical Foundation year requirements and is remained with less than 9 credit hours.

9. The maximum load for the summer semester for semester-based programs should not exceed 2 courses (maximum of 7 credit hours). A student may enroll in 3 courses in the summer semester (maximum of 10 credit hours) if his/her CGPA>=3.60 or if taking a higher load will lead to graduation at the end of the summer semester.

10. The maximum load for the summer semester for yearly-based programs should not exceed 3 courses (maximum of 9 credit hours).

11. Zero credit hour courses (e.g. remedial courses) are counted within the registration load.

12. Students who are dismissed from the Medicine or Dental Medicine foundation year after their first semester or from the yearly-based program, may register after changing their major up to 16 credit hours.

13. Students who are dismissed from the Medicine or Dental Medicine foundation year after their second semester, may register after changing their major up to 13 credit hours.

Postgraduate Diploma
The credit load for each semester shall be between 6-12 credit hours. This load may vary (but will not exceed 15 credit hours) in special circumstances related to the student or the program, and will be granted with the Dean of the Graduate College’s approval.

Master

1. Master’s students at the University of Sharjah must be registered each semester for the level of credit required to maintain full-time or part-time status (see table below):

<table>
<thead>
<tr>
<th></th>
<th>Minimum Credit Hours/Semester</th>
<th>Maximum Credit Hours/Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s Full-Time</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Master’s Part-Time</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

2. The minimum registration load for full-time students can be less than 6 credit hours, subject to meeting one of the following conditions:
   a. With approval from the Dean of the College of Graduate Studies;
   b. OR where only completion of the thesis remains.

3. The maximum registration load for students may vary (but will not exceed 15 credit hours for full-time students and 9 credit hours for part-time students) in special circumstances related to the student or the program, and will be granted with the Dean of the Graduate College’s approval.
4. Students registered for fewer than the minimum credit hours allowed without prior approval will be dropped and considered to be absent from the semester.

5. The student must register 0 credit hours every semester after the completion of the dissertation credit hours until the thesis is defended.

**Doctorate**

1. The credit load for each semester shall be between 6-12 credit hours. This load may vary (but will not exceed 15 credit hours) in special circumstances related to the student or the program, and will be granted with the Dean of the Graduate College’s approval.

2. The student must register 0 credit hours every semester after the completion of the dissertation credit hours until the thesis is defended.

**Study Period**

1. The minimum study period to earn the degree is: 2 semesters for higher diploma programs, 3 semesters for master and 6 for doctorate (Full Time Students).

2. The maximum study period to earn the degree is: 5 semesters for higher diploma programs, 8 semesters for full time master and 10 for doctorate and part time master programs.

3. Absence and Study Postponement are excluded from the calculation of the student’s maximum study period.

4. In exceptional circumstances, a student may be granted a maximum of one (1) additional semesters to complete his/her degree upon written appeal to the Council of the graduate studies.

**Procedure and Guidelines for registration load**

1. The maximum registration hours are set for students in the early registration period based on the last academic history and the level of the student.

2. Once the final grades are announced and the academic standings are regenerated, the maximum registration hours are updated accordingly.

3. The Office of the Registrar will generate the list of students who have violated the registration load allowed. Students will be contacted through email to adjust their registration.

4. Students who register for less than the minimum load allowed (without prior approval) will be contacted through their student email in Drop/Add week to add courses or provide the approval of the Dean of College by applying through the E-services portal. Else, they will be dropped and considered absent from the semester.

5. Students who register above the registration load allowed, will be emailed to adjust their registration. In case they do not respond, the registrar will drop the additional credits and inform the student.
6. Students registered in the Disability Center at UOS, will have the approval from the center to register for the minimum credit hours allowed according to their medical conditions.

7. Undergraduate students (semester-based) may apply to raise their registration load through the E-services portal in their last semester to enable them to graduate.

8. Student cannot normally be allowed to undertake more than 6 credits in the summer terms. Some exception may apply for those who are in the final graduation semester or terms.

4. Faculty and Professional Staff

4.1 Faculty and Professional Staff Role Policy

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/dean.
- 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.
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.

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 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 the accreditation and assessment activities required by her/his academic department and/or the University outcomes assessment activities.
Completing and updating his/her course e-file implemented in the University.

Using the collected feedback to improve the academic content of the courses she/he teaches and to improve 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. Close the loop in the course e-file no later than the second week of the semester that follows the semester of course offering.

Completing and updating his/her data in the faculty e-portfolio implemented in the University.

4.2 Faculty Recruitment Policy and Procedures

4.2.1 Purpose
This policy pertains to the appointments of full-time, part-time and adjunct faculty at the University of Sharjah. It ensures that all appointments are carried out in accordance with standard university professional practices.

4.2.2 Application
This policy applies to all faculty appointments at the University of Sharjah.

4.2.3 Policy
It is the policy of the university to ensure that each faculty appointment is clearly defined and is documented through an employment contract that sets out the terms and conditions applicable to that appointment. The initial assessment of rank will be determined by the Office of the Vice Chancellor for Academic Affairs in conjunction with the Dean of the college or unit Directors.

4.2.4 Faculty Appointments

1. Employment Category
Appointments at the university will be to one of the following categories:

a. Faculty Appointments:
   i. Appointments to the ranks of lecturer, Assistant Professor, Associate Professor, and Professor.
   ii. Appointments of faculty to the roles of Acting Dean/Director, Associate Dean, or Assistant Dean are regarded as a faculty member on administrative assignment designated as a faculty administrator. Contract, benefits, salary, housing are all based on faculty rank according to the University salary scale. While on administrative assignment, they are paid the appropriate allowance for the additional responsibilities. Faculty administrators adhere to the teaching schedule of the University Academic Calendar.

b. Academic Administrative Appointments:
   i. Appointments to senior academic leadership positions where the appointment holds academic rank, usually of a full Professor. The role and responsibilities of these positions are defined in relevant policies and procedures.
ii. This group refers to academic leaders such as Directors, Deans, Vice Chancellors, and others with rank whose salaries, benefits are generally determined by the leadership and administrative role; compensation is typically based as total salary and benefits in accordance with university practices and appropriate to the role.

iii. Acting Deans/Directors for a period of more than six (6) months shall receive the benefits of the Deans/Directors’ position during the term of their assignment.

c. Faculty may be appointed as visiting faculty, Scholar-in-Residence, Distinguished Research Professor, and/or Professor. Such appointments are subject to all university practices, and adherence to policies and procedures of the university.

4.2.5 Employment Contract Type:
Faculty appointments at the university will be one of the following contract types:

a. Regular: Normally, lecturer, Assistant Professors, Associate and Full Professors are considered full-time and on a two to four-year contract with the University of Sharjah standards and conditions as defined in policies; a probation period lasts for the first two consecutive semesters. A full-time contract of employment between the University of Sharjah and a faculty member may be terminated by either party with a six (6) month notice period. Adjunct contracts are at will and may be terminated with no notice period.

b. Temporary: Full-time or part-time or adjunct where variations from the standard the University of Sharjah terms and conditions are defined in the employment contract.

c. Special Contract: Academics with distinguished experiences needed by the University of Sharjah may be appointed as per special contract in any of the vacant senior jobs according to the following provisions.

4.3 Employment Policy
Employees are appointed as per the following contracts:

4.3.1 Unlimited Contracts:
Where the employee is appointed for unlimited time. Here the employee will carry out duties and tasks on a continuous basis according to the job description of his/her position.

4.3.2 Temporary contracts:
Where the employee is contracted to do a job that is not continuous and requires a limited time to be done. Here the employee's appointment ends by the end of the job.

Rights of Contracted Employees
Employees with temporary contracts are not entitled to tickets or medical insurance. Instead, they are given a lump sum including all allowances and advantages. This lump sum is determined by the Committee and approved by the Chancellor, depending on the nature of work and qualifications required to be satisfied by the employee.

Employees with unlimited contracts are given tickets and children education allowances, medical insurance according to their respective grades.
Employees’ salaries, whether hired by unlimited or temporary contracts, are paid via a Personal Action Form done by the Human Resources Department and approved by the Vice-Chancellor and the Director of Human Resources Department, and then forwarded to the Financial Department for payment.

In case the employee starts his/her work after the beginning of the month, or ends his/her services before the end of the month, the salary will be calculated by the proportion of days of work (including official holidays and week-ends that come within normal working days) to the total number of days in that particular month.

The employees' salaries will be transferred to their bank accounts via the bank which the University is dealing with, whenever this is possible.

The Human Resources Department will enter, and modify, the employee's personal data like their monthly salaries, allowances, and advantages.

The employee will be notified of the details of his/her monthly salary, along with deductions, if any.

The employee should present an annual statement indicating any change to their social status. In the event of presenting incorrect data, the employee will be suspended and referred to interrogation.

4.3.3 Raises and Allowances - In-Kind Advantages

The employee is entitled to the regular raise specified for his/her grade as per the table enclosed with these by-laws. This raise, however, is due only after the passage of one year on the employee's appointment, subject to a decision issued by the Chancellor, or whomever he may deputize, upon recommendation from the Committee.

The employee who is reported to have Excellent Performance may be given additional, incentive raise/bonus within the category of his/her regular raise and grade. An employee, however, shall not have more than one bonus in two years, as per the following rules:

- An employee shall not have this incentive raise more than once per annum.
- This incentive raise is paid to the employee by the date of its approval by the Chancellor, upon the Committee’s recommendations.
- Incentive raise is paid in each department with an average not more than 10% of employees receiving this raise.

The Human Resources Department will prepare lists with the names of employees deserving the regular or incentive raises and put them before the Committee prior to the due time.

Some employees with specialized qualifications may be granted an allowance called (Rareness Allowance) equal to 20 % of the basic salary. This is done by a decision from the Chancellor, upon recommendation from the Director of competent department and the Committee as well.

4.3.4 Education Allowance

- The University will undertake the education fees for the non-National employee's children enrolled in preliminary to general secondary stages inside the State. The University will pay a maximum of AED 6000 (six thousand Dirhams) for the only child, and a maximum of 12000 (twelve thousand Dirhams) for two children in accordance with the regulations of the country's competent authorities in this regard.
- Employees appointed or promoted before 1/1/2008 at the grades 1 – 3 shall receive a maximum of AED 20,000 for the only child, and a maximum of AED 40,000 for all the children.
- Those fees and expenses are paid according to original receipts or invoices.
- Each of the employees, nationals and non-nationals, is also entitled to two scholarships for two of his/her children for studying at the University of Sharjah.

### 4.3.5 Travel Tickets

Employees are entitled to get Air tickets when they go on their regular vacations. This will be as follows:

**First: For non-national employees**
- Grades 1-3: Air ticket allowance every year for the employee, his wife, and three of his children who are less than 18 years of age.
- Grades 4-9: one ticket for the employee himself every year.
- Grades 10-12: one ticket for the employee himself every other year.

**Second: For UAE and GCC national employees:**
- Special allowance (one-month basic salary) which is equivalent to 50% of the total salary excluding the social and the children allowances as an air ticket allowance for grades 1–14.
- Special allowance (one-month basic salary) for GCC nationals for every year of service for employees in grades 1-12.

**Third: Air ticket or special allowances are paid to the employees:**

Upon the completion of one year of employment. However, upon the Vice-Chancellor's approval, they may be paid two months prior to the due date in the event that an employee takes an annual vacation of at least seven days.

### 4.3.6 Medical Care and Insurance

- The University shall provide suitable medical care to university employees, their wives and three of their dependent children residing in the United Arab Emirates as well as to the wife who proves that her husband is unhealthy and the divorcee and widow who supports her children.
- By dependent children means:
  - Those below the age of eighteen.
  - Those who are above the age of eighteen and are still studying within the United Arab Emirates until the end of the first degree or reaching the age of twenty-three, whichever comes first.
  - Daughters who are unmarried, widowed or divorced provided they are unemployed.

The University shall provide suitable health care to the married female employee if she does not support her children in accordance with the canons of Islamic law, to children in the custody of the employee father who are older than eighteen or twenty-three and are enrolled at a university for the first degree, provided that the employee bears the cost of the insurance which will be deducted from his salary on a monthly basis.

### 4.3.7 Death Benefits

In case of a faculty members dies the following benefits are paid to his/her family:
- Full salary of the month in which death occurs.
- Salaries of the three successive months.
- End of service indemnity.
- 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.

4.4 Faculty Promotion Policy

4.4.1 Promotion Criteria

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

- **Academic research**: sixty points (60%)
- **Teaching and academic advising**: thirty points (30%)
- **University and community services**: ten points (10%)

**Academic Research**

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

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

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

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

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

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

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

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

- For Fine Arts specializations, artistic and creative works that have been displayed in prestigious exhibitions can be considered for promotion purposes. Each time an applicant participates by new work is considered equivalent to one article provided that these displays appear in the publications of museums and exhibitions in accordance with criteria approved by the University.
- In any event, the number of books referred to in items (E), (F) and (G) above that can be considered for promotion to the rank of Associate Professor should not exceed two, and three for promotion to the rank of Full Professor.
- If any of the books referred to above has not been refereed prior to its publication, the University shall subject such a book to refereeing by at least two external referees before it can be considered for promotion.

**Teaching and Academic Advising**

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

- Effectiveness of the applicant’s teaching according to his students’ evaluations in the courses s/he taught at the University of Sharjah.
- Effectiveness of the applicant’s teaching according to peer evaluations of a sample of the courses s/he taught at the University of Sharjah.
- The variety of courses taught by the applicant at the University of Sharjah.
- For the rank of Full Professor, the contribution of the applicant to graduate studies through teaching graduate courses and/or supervising students' theses.
- The applicant's contribution in developing study plans and programs including proposing new courses or modifying already existing ones.
- The applicant's contribution in improving the teaching process by being creative and through writing academic materials and conducting and publishing case studies comparing and contrasting the effectiveness of teaching methods and techniques.
- Utilizing educational technologies in teaching.
- Participating in academic advising.
- Participating in seminars, workshops, or conferences pertaining to improving and developing teaching methods.

**University and Community Services**

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

- Serving on department, college and university committees.
- Participating in the activities of local, regional, or international academic and professional associations in the applicant's field of specialization.
- Participating in training and educational activities inside or outside the University.
- Providing academic or professional consultations in the applicant's field of specialization.
4.4.2 Academic Promotion

Promotion to the Rank of Associate Professor:

An assistant professor applying for promotion to the rank of associate professor shall:
- Have spent five years as an assistant professor, of which at least one year at the University of Sharjah.
- Submit a minimum of five original articles in his field of specialization, of which he is the main or sole author of at least three of them. Each single authored paper shall be allotted a maximum of ten points. In case of jointly published articles, points shall be counted as follows:
  - If the authors are two, seven points shall be given to the major author and five to the other author.
  - If the authors are three, six points shall be given to the major author, and three points to each of the other two authors.
  - If the authors are four, five point shall be given to the major author and two and a half points to each of the other three authors.
  - If the authors are five or more, four points shall be given to the major author and two points for each of the other four authors.
  - In calculating the points for works published or accepted for publication, the weight specified for each type of journal shall be taken into account.
  - An applicant must obtain at least 35 points for the promotion application to proceed and the academic contribution of a faculty member applying to promotion to the rank of associate professor must include at least one research paper published in a class “A” journal, or three research papers published in class “B” journals provided that authored or edited books shall not count for this purpose.
- Have had at least three actually published articles.
- Have his articles accepted for publication after obtaining the rank of assistant professor, and these articles must not have been used earlier for earning an academic degree (master's or PhD. degrees).
- Have at least two articles completed and published or accepted for publication while working at the University of Sharjah.
- In terms of points, co-authored books shall be treated as co-authored research papers.
- Have taught at the University level for the period stated in item (A) above, and his overall evaluation in teaching and academic advising shall not be less than
- 75% of the total points allotted for teaching and academic advising in accordance with the form designed for this purpose.
- Have contributed to university and community services with an overall evaluation of at least 70% of the total points allotted for university and community services in accordance with the form designed for this purpose.

Promotion to the Rank of Full Professor

An associate professor applying for promotion to the rank of full professor shall:
- Have spent five years as an associate professor, of which at least two years at the University of Sharjah.
- Submit a minimum of eight original articles in his field of specialization, of which he is the main or sole author of at least five of them. Each single authored article shall be allotted a maximum of ten points. In case of jointly published articles, the authors shall be asked to specify the contribution of each. Points shall be counted as follows:
- If the authors are two, seven points shall be given to the major author and five to the other author.
- If the authors are three, six points shall be given to the major author, and three points to each of the other two authors.
- If the authors are four, five points shall be given to the major author and two and a half points to each of the other three authors.
- If the authors are five or more, four points shall be given to the major author and two points for each of the other four authors.
- In calculating the points for works published or accepted for publication, the weight specified for each type of journal shall be taken into account.
- An applicant must obtain at least 65 points for the promotion application to proceed the academic contribution of a faculty member applying to promotion to the rank of full professor must include at least one research paper published in a class “A” journal, and three research papers published in class “B” journals provided that authored or edited books shall not count for this purpose.
- Have had at least five actually published articles.
- Have his articles accepted for publication after obtaining the rank of associate professor, and these articles must not have been used earlier for earning an academic degree (master's or PhD. degrees).
- Have at least four articles actually completed and published or accepted for publication while working at the University of Sharjah.
- In terms of points, co-authored books shall be treated as coauthored research papers.
- Have taught at the University level for the period stated in item (A) above, and his overall evaluation in teaching and academic advising shall not be less than 75% of the total points allotted for teaching and academic advising in accordance with the form designed for this purpose.
- Have contributed to university and community services with an overall evaluation of at least 70% of the total points allotted for university and community services in accordance with the form designed for this purpose.

Criteria for Accrediting Periodicals and Journals for Promotion

Purposes:
Academic periodicals and journals shall meet the following conditions:
- Academic periodicals and journals have to be published by a recognized university, a specialized academic association, a scientific research center, or an international publishing house.
- Academic periodicals and journals must have a specialized editorial board consisting of outstanding scholars.
- Academic periodicals and journals must subject articles to refereeing by at least two referees provided that they are not from among the editorial and consultative boards. These periodicals and journals should explicitly state this policy of refereeing. The promotion committee may ask the applicant to submit the reports of the referees if deemed necessary.
- Academic periodicals and journals should publish their regulations of publishing studies and research articles.
- Academic periodicals and journals should state that published articles satisfy the scientific publishing criteria in terms of organization, proper citation, editing, etc...
- Academic periodicals and journals shall be issued regularly as scheduled and actually be in circulation.
- Academic periodicals and journals should have a national or international standard serial number (ISSN).
- Academic periodicals and journals should be indexed and included in abstraction services. Some journals issued in Arabic may be exempted by the University Promotion Committee.
- Academic periodicals and journals should have been regularly issued for at least three years before the date of the publishing the article.
- Academic periodicals and journals should be issued in print form in either Arabic or English, or in both. Periodicals and journals should have good production and outlay.
- Academic periodicals and journals should publish research articles in one field of specialization (journals in the general field), or in a specific specialization (specialized journals), or interdisciplinary specializations (interdisciplinary journals) and general journals (non specialized).
- For the purpose of calculating the points for research published or accepted for publication, journals are classified into three levels in accordance with the criteria mentioned above, in addition to the impact factor, if applicable. Level one (A) journals shall be allotted a weight of one point, level two (B) journals shall be allotted a weight of (0.75) point, and level three (C) journals shall be allotted a weight of (0.5) point.

Fourth: Promotion Procedures at the Department Level

Applications for promotion shall be processed in the department of the applicant as follows:
- Applications for promotion shall be submitted to the department chairman (using the university promotion form) during the first week of January, April, or October of each year. Applicants should attach with the application a dossier including curriculum vitae (C.V), academic research output submitted for promotion, evidence for the applicant’s contribution in teaching and academic advising, and university and community services. Names of five full professor referees in the specialization of the applicant shall be attached to the application. The applicant shall certify that s/he does not have any personal relationship with any of these referees that might affect their decision. The chairman shall refer the application to the Department Promotions Committee for review.
- The Department Promotion Committee includes all faculty members holding academic ranks equivalent to or higher than the academic rank to which the applicant is applying for. It should be noted that the members of this committee should not be members in higher level committees for the same purpose. The committee shall be chaired by the department chairman if he is a full professor, or by any other full professor in the department. In case the department does not have full professors, the chairman may head the committee when reviewing a promotion application to a rank equivalent to the rank of the chairman.
- The Department Promotion Committee shall review the promotion application to make sure that each application satisfies the promotion requirements. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The committee shall prepare a detailed report including the results of reviewing the application, and a recommendation of whether or not to proceed with the promotion process. The chairman of the department shall refer the report of the committee together with the application dossier to the Dean of the College in a maximum period of one month from the date of his receiving the application dossier.
- If the number of faculty members in the department holding a rank equivalent to or higher than
the one sought for promotion is less than three, the Dean, in consultation with the chairman, shall select the needed external number of members from those in the field of the applicant’s specialization provided that they are of the same academic rank or higher than the rank applied for.

Fifth: Promotion Procedures at the College Level

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

- In September of each year, the College Council forms a committee for promotion called the College Academic Promotion Committee, chaired by the Dean of the College if he is a full professor (or any professor in the college). The committee shall include a full professor from each department in the College. In case a department does not have full professors, an associate professor may represent the department in this committee. However, associate professors shall not participate in reviewing promotion applications to the rank of full professor.
- The College Academic Promotion Committee shall review each application to make sure that it satisfies the requirements of promotion. The College Academic Promotion Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier. The College Academic Promotion Committee shall prepare a detailed report containing the results of reviewing the application and a recommendation of whether or not to proceed with the promotion process. If the recommendation is to proceed with the promotion process, the Dean of the College shall submit the report of the committee and a list of potential referees (together with the promotion dossier and the report of the Department Promotion Committee) to the chairman of the University Central Committee for Academic Promotion in no more than a month from the date of receiving the report of the Department Promotion Committee.
- The Dean of the College in consultation with the chairman of the department and the full professor members of the College Academic Promotion Committee shall suggest a confidential list of five referees of the full professor rank from outside the UAE in the applicant's field of specialization. This list shall be added to the list provided by the applicant. None of these referees should have supervised the applicant in the master's and/or the PhD stages, or coauthored any of his studies or research articles. The Dean shall attach with the list of referees a CV of each potential referee indicating his/her current job, fine specialization, and his/her recent publications.
- In case the number of the College Academic Promotions Committee members who hold a rank equal to or higher than the one sought for promotion is less than three, the Dean shall follow the same procedure mentioned above at the level of the department.

Sixth: Promotion Procedures at the University Level

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

- At the beginning of each academic year, a committee called the Central Promotions Committee for Faculty Members, headed by the Chancellor or whoever he delegates, is formed. It consists of at least six full professors from the various colleges of the University.
- The University Central Committee for Academic Promotion shall review the promotion applications to make sure they satisfy the promotion requirements taking into consideration the reports of the Promotions Committees of the departments and colleges. The Committee may ask the applicant for more information and evidence pertaining to the contents of the promotion dossier.
- The University Chancellor or his deputy shall select four referees from the list nominated by the
college for evaluating the applicant's academic or creative work. The Chancellor or his deputy may add additional specialized referees after consulting with the members of the Central Committee. The Chancellor or his deputy shall do all the correspondences with the referees.

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

- The University Central Committee for Academic Promotion shall review and discuss the evaluation results after receiving the responses of at least three referees provided that the average of each referee's evaluation is not less than 60%. Otherwise, the review shall await the response of the fourth referee. The Committee shall make its recommendation in accordance with the following:
  - In case of promotion to the rank of associate professor, the overall average of the evaluations of the three referees of the applicant's work should not be less than 75% and no referee's evaluation should be less than 60%.
  - In case of promotion to the rank of full professor, the overall average of the evaluations of the three referees of the applicant's work should not be less than 80% and no referee's evaluation should be less than 70%.

- The Chancellor shall refer the recommendations of the University Central Committee for Academic Promotion to the Deans' Council for consideration. In case of promotion to the rank of full professor, the decision of the Deans' Council whether or not to promote the applicant shall be made by a simple majority of the full professors attending the meeting and by a simple majority of the full professors and associate professors if the case concerns promotion to the rank of associate professor.

- The Chancellor shall refer the decision of the Deans' Council to promote an applicant to the Board of Trustees for approval. The Chancellor shall issue the decision of promoting the cases approved by the Board of Trustees. The promotion shall be effective as of the date of the Chancellor's decision.

- In case the Central Committee turns down a promotion application or the Council of Deans does not approve the promotion, or if the Board of Trustees does not approve the promotion, the Chancellor shall notify the applicant of this decision in writing. The faculty member, in such a case, may reapply for promotion after at least one year from the date of notification provided that he/she submits new articles equal to ten points for promotion to the rank of associate professor and 20 points for promotion to the rank of full professor.

Seventh: Preparing the Promotion Dossier

- The applicant should submit seven copies of the promotion dossier. Each copy should contain:
  - A completed printed application form.
  - The applicant's curriculum vitae indicating academic degrees and the dates of obtaining them, academic ranks the applicant earned before and after joining the University of Sharjah, all the research work submitted for promotion, experience in teaching and academic advising, and university and community services.
  - Copies of the research work submitted for promotion.
  - Information about the journals and periodicals in which the research work was published (or accepted for publication) including the editorial board, process of refereeing, publishing rules, whether it is indexed or not, and the institution in charge of issuing the journal or periodical.
  - A list of the research output submitted for promotion and a list of the works which cited
any of the applicant’s works.

- Evidence to prove the applicant’s contribution in teaching and academic advising including peer evaluation reports and students' evaluations.
- Evidence to prove the applicant’s contribution to university and community services.

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

Eighth: General Conditions

- Promotion granted to faculty members by other universities while working at the University of Sharjah are not accepted at the University of Sharjah except in the case of official secondment and provided that the number of published work satisfies the relevant regulations of the University of Sharjah.
- An assistant or associate professor may apply for promotion to the higher rank four months prior to the completion of the required period stipulated for applying to the higher rank if the other conditions required for this rank are applicable.
- If the procedures of promotion are completed before the end of the legal period, the due date for promotion to the higher rank shall be the end of this legal period.
- A faculty member who produces double the number of the required research output for promotion can apply for promotion after completing four years in the academic rank from which he wants to be promoted.
- All correspondences pertaining to the promotion process at the level of the department, college, and university shall be confidential.
- No one may participate in evaluating the academic contribution of an applicant for promotion on more than one level as much as possible. In exceptional cases, such a person may not have a vote on the higher level.
- An applicant for promotion may request the Chancellor, in writing, to review the recommendations of the promotion committees at the level of the department, college, or university in case any of these committees refuses to process the application, provided that the applicant provides evidence of procedural irregularities.
- New faculty members may not apply for promotion before the end of the probation period.

Ninth: Policy on Misconduct in research

Professional integrity is at the heart of any scholarly and educational enterprise.

The University shall have the responsibility to encourage an environment that promotes intellectual integrity and honesty which does not tolerate misconduct in any aspect of research or scholarly endeavor.

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

- Using scholarly and scientific rigor and integrity in obtaining, recording and analyzing data and in reporting and publishing results (not fabricating or falsifying data or results).
- Recognizing the substantive contributions of all collaborators; using unpublished work of other researchers and scholars only with permission and due acknowledgment.
- Ensuring that authorship of published work includes all persons who have materially contributed to, and share responsibility for, the contents of the publication, and only those persons.
- Obtaining the written permission of the author before using new information, concepts or data originally obtained through access to confidential manuscripts or applications for funds for research or training that may have been seen as a result of processes such as peer review.
- Seeking or obtaining approval by the Institutional Review Board at the College of Health Sciences
before engaging in any research involving human subjects, and then complying fully with the approved research protocols in the performance of the research.

- Revealing in writing to sponsors, this and other universities, journals or funding agencies, any material conflict of interest, financial or other, that might influence their decision on whether the individual should be asked to review manuscripts or application, test products or be permitted to undertake work sponsored from outside sources. Misconduct in research includes, but is not limited to any deviation from these modes of behavior. The University is responsible for investigating allegations of misconduct in research involving its researchers. Where any misconduct in research is identified, the University will take prompt and effective actions. For more information on the research code of conduct, all faculty members are referred to the policy of the University pertaining to this issue.

4.4.3 Appeals
1. If an application for promotion of faculty member is denied he/she may submit an appeal in writing to the chancellor. The appeals must be made in writing within one week of notification of the results of the promotion process and results. Appeals should address the specific procedural grounds upon which the request is based.
2. The Chancellor will form a committee to look into the case. The committee will make recommendations to the Chancellor within three weeks. The Chancellor may uphold or overturn the original decision based on the committee recommendations. The decision of the Chancellor is final and is communicated to the Dean and the concerned faculty member. Should the application for promotion be approved, the HR Department is notified.
3. Once a final decision has been reached, all original documents prepared and submitted by the candidate will be returned to the faculty promotion office. All confidential reports are withheld in the Chancellor’s Office.

4.5 Faculty Workload Policy
- The total working load of a faculty member will be equivalent to (24) credit hours per year for Ph.D. holders and (30) credit hours for Master’s holders. The Chancellor may, however, direct a faculty member to teach extra hours if that is deemed necessary. Faculty will be compensated for any extra working load.
- The working load of a faculty member holding the position of Dean or any similar position will be reduced to (3) teaching hours per semester. None of them shall be paid for any extra credit hour he/she might teach. The reason for that is to allow those positions to devote their time and efforts towards fulfilling their job responsibilities. However, the Chancellor may allow for any exception whenever necessary.
- The teaching load of a faculty member who occupies the position of vice-dean, Head of a Department or any similar position shall be reduced to nine (9) credit hours per semester. None of them shall be paid for any extra credit hour he/she might teach. The reason for that is to allow those positions to devote their time and efforts towards fulfilling their job responsibilities. However, the Chancellor may allow for any exception whenever necessary.
- A faculty member may be assigned on a full-time or part-time basis, tasks other than teaching that may serve the objects of the University.
- The teaching load of a faculty member may be reduced by an appropriate number of credit hours to enable him/her to conduct research in a topic that has been approved. Full costing of the release time shall normally be covered by external research grants.
More details of 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>

**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>
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</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, 2 hrs lab) has an aggregated workload CHE of 3</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>Honors Courses (i.e. sections involving only honors students), Themed Learning Community Courses and Study Abroad Courses</td>
<td>1.25 CHE per course credit hour</td>
</tr>
<tr>
<td>Engaged Learning: e.g. Undergraduate Research,</td>
<td>1.25 CHE per aggregate of 3 students supervised per</td>
</tr>
<tr>
<td>Activity</td>
<td>Workload credit hour equivalent (CHE)</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>---------------------------------------</td>
</tr>
<tr>
<td>Experiential Learning, Service Learning Projects, and/or Other High Impact Activities</td>
<td>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 for 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 three 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 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.

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,</td>
<td>AED 200/ hr.</td>
</tr>
<tr>
<td>or Assistant Professor</td>
<td></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.
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>

### 4.6 Policy on Professional Requirements for Teaching

- 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.

- To be appointed a Lecturer or an Instructor at the University, an applicant, in addition to the other conditions and qualifications stated in 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.
  c. 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. theses 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:
1. The Chancellor may decide to invite visiting professors from among the scholars, thinkers, or experts, or from 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.

4.7 Eligibility to Teach Graduate Courses and Supervise Theses

4.7.1 Criteria for Selection of Faculty to Participate in Graduate Programs

a) In order to participate in the teaching of graduate courses, serving on graduate thesis/dissertation committees, or serving as major advisor to a student at the master’s or doctoral level, faculty must be qualified to serve by the Graduate Studies Council. These faculty members are selected from the University faculty on the basis of academic training, experience, demonstrated potential for creative work and scholarly research, and evidence of the ability and competency essential to directing and supervising graduate students in their pursuit of advanced knowledge.

b) Faculty members are nominated by the Department chairperson and the dean of that college. Final review and approval is given by the Graduate Studies Council.

4.7.2 Teach graduate courses

Evidence of effective instruction or effectiveness in other types of professional presentations should be supplied. Strong record of active engagement in research and scholarship related to the discipline is expected.

Minimum academic rank: Assistant Professor (except for professional programs in which case a faculty is required to have significant professional experience as a practitioner in the discipline).

4.7.3 Direct non-thesis students

Evidence of professional activity or scholarship sufficient to assure awareness of current advances in the discipline or profession. Evidence of effectiveness in advising and directing non-thesis student programs should be supplied for re-designations.

Minimum academic rank: Assistant Professor (except for professional programs in which case a faculty is required to have significant professional experience as a practitioner in the discipline).

4.7.4 Serve on graduate student committees

Doctorate degree appropriate to the student's degree level. Evidence of professional activity or scholarship sufficient to assure awareness of current advances in the discipline or profession. Evidence of effectiveness in advising, participation on graduate student committees, and supervising graduate student research should be supplied for re-designations.

Minimum academic rank: Assistant Professor (except in the case of external co-advisor/committee member who should have a doctoral degree and whose qualifications will be approved by the Dean of the College of Graduate Studies).
4.7.5 Supervise master's theses
Doctorate degree in a relevant field. Evidence of professional activity in the discipline or profession. Strong record of active engagement in research and scholarship related to the discipline is expected. Evidence of experience and effectiveness of service on graduate student committees is preferred. Evidence of successful participation in the advising of graduate students and the directing of master's thesis research should be supplied for re-designations.
Minimum academic rank: Assistant Professor.

4.7.6 Supervise doctoral dissertations
Doctorate degree in a relevant field. Evidence of professional activity in the discipline or profession. Strong record of active engagement in research and scholarship related to the discipline is required. Evidence of successful participation in directing of master students’ research and service on doctoral dissertation committees is required. Evidence of successful participation in the advising of graduate students and the directing of doctoral thesis research should be supplied for re-designations.
Minimum academic rank: Assistant Professor and a minimum of one of the other advisory committee members holding a rank of Associate Professor or higher; except in the case of an external committee member who will normally have a doctoral degree and whose qualifications will be approved by the Dean of the College of Graduate Studies.

4.7.7 Terminal Degree
Faculty teaching courses and supervising theses or dissertations in graduate degree programs should have a terminal degree in the discipline. Exceptions to the requirement for a terminal degree, which must be justified and documented by the college, are:
a) Limited to faculty members in applied fields who have a minimum of either:
   I. A master’s degree in the teaching field or a doctorate in a related field, and who also have extensive senior level experience in the applied field (such as corporate management or accounting);
   II. Experience in the applied field coupled with internationally recognized professional association certification (such as medical board certificate or Certified Public Accountant).
b) Fully justifiable in terms of education, training, and professional experience;
c) Restricted to no more than 10% of all faculty in the institution; or
d) Are reported to the Commission for Academic Accreditation for approval prior to the start of the semester in which the faculty member will teach. Reports to the must include the name of the faculty member for whom the exception is requested, the highest degree earned and the conferring institution, the area of specialization, the justification for the exception, and a listing of the courses assigned.

4.8 Compensation Policy

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

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

4.9 Faculty Annual Evaluation

4.9.1 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.

Most universities review faculty with an implicit (sometimes explicit) expectation of 40/40/20 weighting across the three traditional areas of teaching, research, and service that constitute scholarly work. Varying from that formula is dependent upon many factors, and those factors are best defined by the faculty within each discipline in consultation with their chair and dean.

4.9.2 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.

4.9.3 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.

4.9.4 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.

4.10 Graduate Assistants Policy

4.10.1 Introduction and 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 her 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.

4.10.2 Faculty 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.
4.10.3 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.

4.10.4 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.

4.10.5 Tuition and Compensation:
- Teaching Assistants receive tuition waiver for only the 33 credit required to obtain the Masters degree. However, teaching assistants should pay for their course materials and textbooks at their own cost. In addition, the Teaching Assistants get a stipend of 2500 Dirham per month for the 12 months of the year. He also gets health insurance and can get room accommodation at the students housing according to the required regulations.
- The university has the right to demand a full refund of expenses of the assistantship in case the student decides to withdraw or quit the assistantship.

4.10.6 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.

4.10.7 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.
4.10.8 Additional Employment:
Teaching Assistants are not allowed to work outside the university.

4.10.9 Announcement and Application:
The university announces, before the beginning of each academic year, the number of available teaching assistantships for each department for the coming year. A candidate seeking teaching assistantship will complete and submit the Teaching Assistantship Application Form, in addition to his application file for admission.

4.11 Faculty and Staff Development

4.11.1 Definition 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.

4.11.2 Scope of Faculty Development
Faculty development activities are decentralized and are conducted basically at two levels: at the department and university-wide. 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.

4.11.3 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:
- Moving from individual attempts to institutionalized effort.
- Developing a self-sustained knowledge-base in advanced teaching methods.
- Implementing advanced teaching methods.
- Initiating a mechanism for course development.
- Providing a platform for the creation and effective use of interactive learning Environments.
- Encouraging and supporting the use of educational technology.
- Developing awareness on the standards of academic accreditation.

Strengthening community at the University and encouraging productive collaborative relationships among participants.

4.11.4 Staff Development

The University of Sharjah recognizes the value of its staff as an important asset in the community, and it encourages them to develop and consider University job opportunities as part of their personal and career advancement. The UoS offers a wide range of services to help administrative staff and management staff develop managerial and professional skills to enhance individual and organizational success. These opportunities range from professional development to supervisory training, software and computer systems courses and leadership development that can help University staff reach their potential and goals.

4.12 Faculty and Staff 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.

4.13 Faculty Annual Evaluation
4.13.1 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.

4.13.2 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:

g) 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;

h) Clearly stated course objectives, along with explicit evidence that appropriate teaching/learning methods were employed to assist students in meeting course objectives;

i) Appropriateness of subject matter, approach, and evaluation methods;

j) Courses or programs and counseling of students to make the learning environment a meaningful one;

k) 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

l) 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.

4.13.3 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.

4.13.4 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.

4.14 Staff Promotions

1. The employee shall be promoted according to the provisions of the Article (58) of these by-laws and per the following conditions:
   a. Promotion will be within the same job level that the employee works.
   b. If the grade to which the employee is being promoted is in the next higher job level, the employee is required to apply for the position in accordance with the University's recruitment policy.

2. Promotion to a position within the same employee level will be to the grade immediately following the current grade of the employee in accordance with the following provisions:
   a. Promotion to grades (9) and (8), the position of an administrative director, will be in accordance with the administrative organizational chart in the University, which may not be changed through establishing new departments unless upon the approval of the Board of Trustees.
   b. Promotion of other grades from (7) and below will be in accordance with the following provisions:
      1. Promotion from one grade to another:
         Promotion of the employee from grade to another shall be approved by the Chancellor upon recommendation of the employee director, the Department, Committee and Vice-Chancellor as per the following provisions:
            • Promotion must be requested by line manager and supported with the proper justification according to the need and benefit of the University.
            • Ensure that the position title or the grade is available in the organization chart and approved in the budget.
            • The employee must have the relevant experience and qualifications to carry out this job.
            • The employee must complete minimum (4) years in same current position and grade.
            • The annual employee’s performance evaluation during the last (2) years must not be less than (Exceed Expectation).
            • The employee will be given one grade only for each promotion and must not be given (2) grades in one promotion.
      2. Promotion from one job title to another:
         Promotion of the employee from job title to another shall be approved by the Chancellor upon recommendation of the employee director, the Department, Committee and Vice-Chancellor.
      3. Financial promotion (salary increase):
         Financial promotion (salary increase) of the employee shall be approved by the Chancellor upon recommendation of the employee director, the Department, Committee and Vice-
Chancellor as per the following provisions:

- Promotion must be requested by the employee director and supported with the proper justification according to the need and benefit of the University.
- The annual employee’s performance evaluation during the last (2) years must not be less than (Exceed Expectation).

3. Promotion decisions issued by the concerned party and shall be considered effective from the date specified in the promotion decision. The promoted employee shall be entitled to be upgraded to the first salary step of the grade to which s/he is being promoted to or a one-step increase above his/her current salary.

4.15 Faculty Disciplinary Measures

1. Each faculty member shall perform all the academic duties assigned to him/her, abide by all laws, regulations, and decisions in force at the University, uphold, in his/her relations with his/her colleagues and students and the community inside and outside the University, the system of values that prevail in the Arab-Islamic society of the UAE, and refrain from any activity that can harm the University reputation or that of its employees and consequently exposes himself to the disciplinary measures specified in these policies and procedures.

2. Disciplinary Committee:
   a. The Chancellor shall appoint, on his own initiative and or upon the request of the Dean, a faculty member to interrogate the faculty member accused of certain offenses.
   b. The faculty member doing the interrogation shall be of a rank at least equivalent to that of the member to be interrogated. The results of the interrogation shall be submitted in a detailed report containing a definite 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 send the case, together with the interrogator’s findings and recommendations to the Disciplinary Council. All transactions in this regard shall be kept strictly confidential and be carried out in accordance with proper legal procedures.

3. During investigation
   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 by the Disciplinary Council.
   b. Unless the Disciplinary Council provides otherwise, suspension from duty entails suspension of salaries as of the date on which the decision to suspend is taken.
   c. If the case under investigation is not referred to the Disciplinary Council within a month after the decision to suspend has been issued, the suspension shall be revoked, after which the Disciplinary Council’s decision on the matter shall be enforced.

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

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

6. The Chancellor shall set up Disciplinary Council for faculty members as follows:
a. The Vice-Chancellor (chair). The Chancellor may appoint someone else in place of the Vice-Chancellor if the latter is absent or if there is a legal or other compelling reason why he should not occupy this position.
b. The Dean of the college to which the faculty member under investigation belongs.
c. A faculty member chosen by the Chancellor. This faculty member appointed to interrogate the accused in accordance with Article (41) above may not serve as a member of the Disciplinary Council.

7. The disciplinary measures that may be taken against a faculty member include a:
   a. Warning.
   b. Reprimand.
   c. Reprimand with a one-year suspension of annual increment, or a reprimand with a one-year suspension of promotion to a higher rank.
   d. Reprimand with partial or total suspension of payment of salary for a period not exceeding six months.
   e. Termination of contract, but with full rights to salaries and indemnities.
   f. Termination of contract with partial or total withholding of salaries and indemnities.

8. Disciplinary actions cited in item (1) 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 (1) and the faculty member against whom these penalties have been issued may appeal the actions to the Chancellor within seven days of being notified. The Dean may form a committee to investigate the violations for which the faculty member has been charged before issuing such penalties.
   c. The Chancellor may impose the penalties in successive order: (a), (b), (c) and (d) of item (1) above.
   d. The Disciplinary Council may issue any penalty mentioned in item (1) above.

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

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

11. The disciplinary measures taken against a faculty member have no bearing on any criminal or civil proceedings connected with the same event that led to them.

4.16 Faculty Grievance

1. Policy and Purpose

Legitimate problems, differences of opinion, conflicts, or complaints sometimes arise in the relationship between the University as an employer and its faculty. Both the faculty member with a grievance and the University benefit when the University responds to grievances promptly and fairly. Many such complaints can be resolved through informal discussions or formally through procedures available under the University Policy on Appointment, Rank and Tenure of Faculty, or through various institutional procedures governing or complaints of discrimination. When complaints arise that cannot be resolved informally or through other university procedures, the procedures herein are available to faculty
members to handle grievances in a timely, consistent, and reasonable manner. Grievant will not be reprimanded or discriminated against for filing a grievance.

2. Guidelines and Standards

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.

4.17 Staff Disciplinary Measures
1. Without prejudice to the civil criminal responsibility (when necessary), employees violating the duties stipulated in these by-laws, or breaking the rules while doing their duties, shall be punished according to the disciplinary measures.

2. Disciplinary Council
   a. A disciplinary Council is formed by a decision from the Chancellor, or whomever he may deputize. The Council will be chaired by the Vice-Chancellor, with the membership of two of the faculty members one of them shall be from the College of Law, and two of the Directors of Departments. The member's grades shall not be less than the grade of the employee presenting before the Council.
   b. The Council's meeting shall not be considered legal unless two thirds of the members attend the meeting. Decisions are issued with a majority of votes.

3. Competent authorities may suspend the employee from work, as a precautionary action, if the investigation welfare requires so. This suspension shall not be for more than three months, and this period shall only be extended by a decision from the competent Disciplinary Council. Once the employee is suspended, half his/her salary will be deducted starting from the date of suspension. This matter shall be put before the Disciplinary Council immediately within one month of notifying the council of it, otherwise the employee will be paid full salary. In case the employee is found innocent, or is punished by a warning or notice, or the investigation is closed, the deducted salary
will be paid back. In case the employee is punished by a stronger penalty, the punishing authority will decide on the deducted amount of the salary.

4. If an employee is imprisoned in a verdict, he/she will be considered suspended from his/her work and will be deprived of his/her total salary as long as he/she is in custody. If the employee is proved to be innocent, or has spent the time of his/her sentence, his/her situation is put before the Chancellor to decide what he deems fit about the employee’s salary and disciplinary responsibility. If the employee is found not liable for what happened, he/she will be paid the amounts deducted from his/her salary.

5. Disciplinary Penalties
Disciplinary Penalties imposed on employees and vary according to grades, as follows:

First: Penalties for employees in grades 9 & 8 are:
   a. Written Warning.
   b. Notice
   c. Unpaid Suspension from work for a period not more than three months.
   d. Expulsion from service, along with reserving the right of receiving salary or compensation, or deprivation of a maximum of quarter of any of them.

Second: Penalties on employees in grades 7 and below:
   a. Written warning.
   b. Notice.
   c. Deduction of salary with a maximum of two months per annum in a maximum of quarter the salary.
   d. Deprivation of the regular raise (annual raise).
   e. Half-salary suspension from work for a period not more than three months, or lowering salary within the grade’s limits, or demotion, or both.
   f. Expulsion from service, along with reserving the right of receiving salary compensation, or deprivation of a maximum of quarter of any of them.

6. Penalties Implementation
a. Penalties stipulated in Clause (First) of the previous Article will be imposed as follows:
   1. By a decision from the Vice-Chancellor for penalties mentioned in sub-clauses (a, b, c).
   2. By a decision from the Disciplinary Council for the expulsion from service.

b. Penalties stipulated in Clause (Second) of the previous Article will be imposed as follows:
   1. By a decision from the Vice-Chancellor for penalties mentioned in sub-clauses (a, b, c, d, e, f).
   2. By a decision from the Director of Department for penalties mentioned in sub-clauses (a, b, d).
   3. By a decision from the Disciplinary Council for all penalties mentioned in this Clause for employees in grades from (2) and above.

7. Investigation Committee
a. An investigative committee shall be formed by decision of the Chancellor and shall be reformed annually.

b. An investigative committee may call upon whomever it views appropriate to complete procedures and measures regarding the cases forwarded to it.
c. The decision to refer an employee to the Disciplinary Council shall be issued by the Chancellor, based upon the recommendations of an investigative committee, and shall include a statement of facts, together with supporting documents, and the accusations leveraged against him/her.

d. The employee shall be informed of the referral decision and the date of the council session. The employee may defend him/herself and be heard before an investigative committee and the Disciplinary Council.

8. The Disciplinary Council shall, while deciding on one of the punishments mentioned in these by-laws, observe the proportionality between the punishment and the violation committed. It is not allowed also to impose two penalties at the same violation.

9. The Disciplinary Councils decisions shall be issued with statement of its reasons and causes. These reasons and causes shall be extracted from the data presented in the investigations and shall be based on the enforced rules and laws. Delivery of decision will be done in the session set for that purpose and the employee will be notified of the decision in writing within two weeks of its issue.

10. For disciplinary decisions issued by the Chancellor, employees in grades (6) and above may complain to the President or his designee. For other grades, complaints will be submitted to the Chancellor. Complaint should be submitted within ten days after the employee is notified in writing of the decision. The complaint is considered accepted if it is not decided on within 30 days after it is submitted. On the other hand, if the employee does not submit a complaint within the set period, the decision will be considered final.

11. In case the employee is suspended from work, for investigation purposes or because of being under protective custody, or submitted to disciplinary investigation, he/she will retain his/her right to promotion if this promotion is due during the period of suspension or investigation. Here, if the employee is proved innocent or punished with a penalty not more than deducting five-day salary, promotion will be retrieved. But if the penalty is stronger, the employee will be deprived of the promotion for one year of the date of its due time.

12. The employee’s resignation shall not be a reason for not proceeding in the procedures of disciplinary action. It is prohibited, however, to approve an employee’s resignation when he/she is put before the Disciplinary Council.

13. Disciplinary action or investigation shall not be valid after the passage of three years of violation commitment. The same applies to the cases of the demise of the employee or the passage of three years at the end of his/her services with the university.

14. In case an employee is being charged with a capital offense, or dishonesty or breach of trust crime, he/she shall not be promoted. Still, the employee will retain his/her right to promotion if the promotion is due during the time of trial. In case the employee is found not guilty, his/her promotion will be reactivated as of its due date.

15. Disciplinary actions
   a. Disciplinary actions imposed on employees will be cancelled by the passage of the following periods:
      1. Six months for cases of warning, blame, notice, and deduction of salary for no more than five days.
      2. One year for cases of deduction of salary for more than five days.
      3. Two years for cases of deprivation of regular raise.
   b. The cancellation will be by a decision from the Chancellor if it is proved by reports that the
employee’s conduct and performance were satisfactory since the date of imposing the penalty. The cancellation of the penalty will revoke it, for the future considerations. In this case the employee will be entitled to all due rights and compensations, and the penalty documents will be removed from his/her folder.

4.18 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 is 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.

5. Students

5.1 Undergraduate Admissions Policy

Any person is welcome to apply for the University of Sharjah. However, applicants should meet certain
standards to be admitted to the University. Students who achieve a high average in their Secondary School Certificate are encouraged to apply to the University of Sharjah for their higher education.

First: Students Holding a High School Certificate or Its Equivalent (in Science or Literature):
- A High School Certificate with a minimum average of 60% is required for admissions to the following colleges: Shari’a, Islamic Studies, Business Administration, Law, Fine Arts & Design, Communication, the literary departments in the Colleges of Arts and Sciences.
- A High School Certificate is required for the Community College.

Second: Students Holding a High School Certificate or its Equivalent
- A minimum average of 70% is required for admission to the following colleges: Engineering, Health Sciences and the Science sections in the Colleges of Arts and Sciences.
- A minimum average of 80% is required for admission to the Colleges of Dentistry and Pharmacy.
- A minimum average of 85% is required for admission to the College of Medicine.

Third: Students holding a Technical High School Certificate or its Equivalent
Students who have obtained a technical degree may seek admission to the University according to the following conditions:
- Industrial Secondary degree holders should have obtained a minimum of 65%.
- Business Secondary degree holders should have obtained a minimum of 65%.
- Shari’a Secondary degree holders should have obtained a minimum of 65%.

Fourth: Students Holding a Foreign Secondary Certificate:
- Students holding an American secondary degree (High School Diploma) or its equivalent (The International Bachelor Degree):
  - Students should have completed 12 years of school upon obtaining the High School Certificate and be able to demonstrate proof.
  - Present a certified certification for secondary grades 10, 11 and 12.
  - The High School Certificate must be accepted by the government universities in the country from which the certificate was obtained and proof of this must be presented.
  - A minimum score of 500 on the International TOEFL (paper) is required or 173 on the International TOEFL (computer) and above or Academic IELTS test (with an overall score of 5.5 & a minimum of 5.0 in each skill area) provided that the certificate is still in effect.
  - The student’s track (i.e. Literature or Science) shall be determined by what the student studied in 12th grade.
  - Students should have completed at least (6) courses successfully within at least four of the following study areas: Mathematics, Science, Social Sciences, Languages (with English as the language of instruction).
  - Study of the Arabic language and Islamic Education in grades 10, 11 and 12 following the Ministry of Education curriculum is required (for students who have obtained their certificates in the UAE).
- Students who have obtained a British Secondary Certificate (IGCSE, GCSE, GCE) or an Equivalent from Scotland or Northern Ireland:
- Students should have completed 12 years of school upon obtaining the High School Certificate and be able to demonstrate proof.
- Student should have completed seven (7) courses successfully in the (O-Level) with a IGCSE/GCSE certificate and in GCE certificate in at least four of the following areas of study: Mathematics, Languages, Social Studies, Art and Design.
- The student’s grade on the (O Level) test with a IGCSE/GCSE certificate should be a minimum of (C), the student’s grade on the (AS Level) with a GCE certificate should be a minimum of (D) and the student’s grade on the (A Level) with a GCE certificate should be a minimum of (E).
- Seven (7) courses should be calculated into the British High School Certificate.
- Students should have studied Arabic and Islamic Studies in grades 10, 11, and 12 under the Ministry of Education’s curriculum (if they obtained their certificate in the UAE).

Fifth: Basic Requirements for Admission to the University:
- Applicants should indicate their order of preference on the application form.
- Applicants are assigned their majors according to the following: the capacity of each college, the student’s preference and the student’s grade average.
- The applicant’s degree should be obtained within specified numbers of years from the date of application.
- The applicant should not have been expelled from the University of Sharjah or from any other educational institution in the country or somewhere else for disciplinary reasons.

Sixth: Admission to the College of Business Administration:
Students who have obtained a High School Certificate (in Literature) must take Remedial Math.

Seventh: Admission Requirements for the Bridging Program in Nursing:
Students who have a diploma in nursing (3 years) with a minimum average of 70% and a TOEFL score of no less than 500 or Academic IELTS test (with an overall score of 5.5 & a minimum of 5.0 in each skill area), and hold a High School Certificate or its equivalent before obtaining the diploma may be admitted to the Bridging Program in Nursing to pursue a Bachelor Degree in Nursing after successfully fulfilling a minimum of 72 credit hours.

Eighth: Admission Requirements for the Bridging Program in Medical Diagnostic Imaging:
Students who have a diploma in Medical Diagnostic Imaging with a minimum overall average of 70% and a TOEFL score of no less than 500 or Academic IELTS test (with an overall score of 5.5 & a minimum of 5.0 in each skill area), and a High School Certificate or its equivalent before obtaining the diploma may be admitted to the Bridging in Medical Diagnostic Imaging Program and pursue a degree Bachelor of Science degree.

Ninth: Students shall abide by all other University requirements.

5.2 Graduate Admissions Policy
To be admitted into the Master's program, a candidate must fulfill the following requirements:
- The student must hold a bachelor’s degree or equivalent from a recognized university with a minimum grade of Good and a CGPA of 3 on a 4-point scale. Students with a CGPA of less than 3.0
may be admitted conditionally in accordance with the executive instructions of the University and pursuant to the decisions of the Ministry of Higher Education.

- During his undergraduate years, his attendance must not have fallen below 75% of the required percentage.
- His undergraduate degree should be in a subject that would qualify him for the graduate major he wants to pursue in accordance with the study plan of that major

5.3 Student Transfer Policy

5.3.1 Transfer within the University of Sharjah
The students’ study major choices are taken into consideration when applying for the University of Sharjah. However, they will be allowed to transfer to other specializations available in the College, according to established rules and in consideration of the limited numbers allowed for each specialization. After completing at least fifteen (15) credit hours, a student may apply to change his/her major at the Directorate of Admission and Registration (DAR) office, during the last two weeks of the Fall or Spring semesters. After receiving the appropriate fees, the DAR sends his/her application with its comments to the Dean of the concerned College to decide the matter within a period not later than the end of the first week of the following semester. The College Council sets the procedures that organize changing or transferring from specializations within the College, and the Dean approves them. A sum of these rules as is follows:

- A student may not be transferred from one specialization to the one from which he/she was transferred by an administrative decision or due to probation.
- No application to transfer or change major is accepted from students in their third year or above, except due to probation.
- No student may change his/her major voluntarily more than once during his period of study at the University.
- A College Council may accept the transfer of students holding a technical high school certificate from one College to another based on the recommendation of the Department.

Applications for transfer are submitted to the DAR during the last two weeks of the Fall or Spring semesters. After receiving the transfer application and fees, the DAR sends the application with its opinion to the Dean of the concerned College to reach a decision no later than the end of the first week of the following semester.

- The DAR includes a student’s GPA and CGPA only the compulsory courses that the student has successfully completed in his/her old major meet the requirements of the new specialization.
- The DAR counts as part of a student’s GPA and CGPA the elective courses that the student completed in his/her old specialization and that are required by the study plan of his new specialization, but only at his/her own request.

5.3.2 Transfer from other Universities or Community Colleges
The Vice Chancellor may allow a student, based on the recommendation of the Dean of a College, to transfer from another recognized university to one of the Colleges in the University under the following conditions:

- The student should have completed successfully two semesters or one whole year at least in a recognized university and his/her academic standing should not be less than Good or 2.50 points out of 4.00, an official copy of such work should be supplied to the University.
- He/she should meet the University’s admissions criteria and the special requirements of the College to which he/she is to transfer as described elsewhere in this Catalog.
- There are available places in the College to which he/she is transferring.
- The maximum of credit hours that may be accepted for transfer from a recognized university, and within the framework of the study plans at the University, is sixty (60) credit hours in all Colleges, except the Colleges of Engineering and Health Sciences and Pharmacy which may not exceed seventy (70) credit hours.
- The university from which the student is transferring must require regular attendance, and the student must not have been discharged from it disciplinary reasons.

The Chancellor may, upon the recommendation of the College Council, the proposal of the Department concerned and the opinion of the DAR, accept the transfer of a student who meets all the above conditions except the condition of the requirement on the average of the secondary school certificate. The College Council may, upon the recommendation of the Department accept all or some of the courses that the student has completed successfully in the university from which he is transferring, on condition that his final grades in any of them is not less than (C+).

- The Chancellor may allow a student, upon the recommendation of the College Council, the proposal of the Department and in coordination with the DAR, to transfer from the Higher College of Technology or other recognized college to one of the Colleges in the University according to the following conditions:
  - The student should have completed successfully two semesters or one whole year at least in a recognized college or university or institution and his/her academic standing should not be less than very good or 3:00 points out of 4:00.
  - He/she should meet the admissions criteria of the University and the special requirements of the College to which he/she is to transfer.
  - There are available spaces in the College to which he/she is transferring, in accordance with the University policy for admission.
  - The maximum credit hours that may be accepted for transfer from a recognized college, university or institution and within the framework of the study plans at the University, is forty (40) credit hours in all Colleges, except the Colleges of Engineering and Health Sciences which may not exceed fifty (50) credit hours.
  - The university, college or institution from which the student is transferring must follow the day attendance system, and the student must not have been discharged from it for academic or disciplinary reasons.

The Council of the College upon the proposal of the Department may accept the transfer of all or some courses that the student completed in the university, college or institution from which he/she is transferring according to the following criteria:
- The final grades in all courses of specialization must not be less than (B).
- The final grades of all university or college requirements or general culture must not be less than (C+).

The Chancellor may, upon the recommendation of the College Council and the proposal of the
Department and the opinion of the DAR, accept the transfer of a student who meets all the requirements but fails to meet the condition of the average on the high school certificate. A transferred student from another recognized university, college or educational institution is treated like a new student in terms of suspension, warning and dismissal from the University and may not benefit from his academic record, if he was absent for more than four semesters.

The University of Sharjah is committed to the principles of transparency in dealing with all of its students. Upon accepting a transfer student, the university will inform him/her of the exact number of credits that the applicant is allowed to transfer to the University.

5.4 Advanced Standing Policy

Definitions

**Advanced Standing** is a form of credit for any previous learning including formal, informal and non-formal learning. It encompasses all forms of recognition including specified, unspecified and block advanced standing achieved through processes such as Credit Transfer and Recognition of Prior Learning.

**Credit transfer** is a process that provides students with agreed and consistent credit outcomes for components of a qualification based on identified equivalence in content and learning outcomes between matched qualifications.

**Formal learning** is the learning that takes place through a structured program of learning that leads to the full or partial achievement of an officially accredited qualification.

**Informal learning** is learning gained through work, social, family hobby or leisure activities and experiences. Unlike formal or non-formal learning, informal learning is not organized or externally structured in terms of objectives, time or learning support.

Non-formal learning refers to learning that takes place through a structured program of learning but does not lead to an officially accredited qualification. Pathways allow students to move through qualification levels with full or partial recognition for the qualifications and/or learning outcomes they already have.

Recognition of Prior Learning is an assessment process that involves assessment of an individual's relevant prior learning (including formal, informal and non-formal learning) to determine the credit outcomes of an individual application for credit.

Specified credit is credit granted towards particular or specific components of a qualification or program of learning.

Unspecified credit is credit granted towards components, usually electives, of a qualification or program of learning. Unspecified credit is usually given as credit points not linked to individual subjects.

**Procedure**

**UoS Requirements:**

Currency Assessment for Advanced Standing will take into account all of the learning undertaken by the applicant. Currency of learning will be assessed in the context of the student’s learning, work and life experiences. As a guide, previous study and/or experience must have been completed within the ten years prior to entering the program for academic subjects, and within five years of entering the program for applied units.
Limits on Advanced Standing:

- Advanced Standing may be given on the basis of whole subjects only.
- Advanced Standing may be given for all subjects for which equivalent learning is established for up to a maximum 50% of the credit points within a course.
- In assessing applications, the previous subjects/learning must show at least 80% compatibility with the subjects for which Advanced Standing is sought, except in the case of non-specific or block credit. Assessment of equivalence must take into account factors such as the learning outcomes of the subject for which Advanced Standing is sought, the volume of learning, program of study including content, and learning and assessment approaches.

5.5 Career Service Policy

The University provides students with the opportunity to partially support themselves by working up to 15 hours per week. In order to find out more about this program, students are encouraged to contact the respective office of the Dean of Student.

5.6 Residential Life Policy

- Students will have the chance to engage in their cultural, social, athletic (sporting), and recreational activities in the halls of residence, in accordance with the regulations issued by the Dean.
  - Men students residing in the University halls of residence may receive only male visitors in the guest rooms.
  - Women students residing in the University halls of residence may receive their Mahrams. Under all circumstances, visits must be only in the designed places and during the specified times set by the Deanship. Furthermore, women students are not allowed to receive visitors in women students’ rooms no matter what their relationship.
- Students may stay in the dormitories during the weekends for reasons related to study upon a written approval of the Dean.
- Students may reserve a room for the next academic semester in return for a refundable insurance of (25%) of the residence charges. No refunds are made in case a student suspend his / her stay or returns and occupies the room for any period of time. Fees may not be reimbursed except in special cases at the discretion of the Chancellor.
- Students residing in the University halls of residence must comply with the University laws, relevant by-laws, and dormitories internal regulations.
- Students must be committed to good behavior towards their colleagues, supervisors and staff working at the accommodation. They may not engage in any act or conduct that violates appropriate standards of conduct and behavior.
- Students must stay in their assigned room, and may not stay overnight in any dormitory apart from what has been assigned to them, unless prior written approval has been obtained from the dormitory administration. They must also identify themselves to the concerned supervisor for nightly sign-in at times as determined by the dormitory administration.
- Students must keep their rooms clean and in order. Furniture available in the room or the apartment shall be placed in the custody of the resident students.
- A student will be held individually or collectively responsible, as the case may be, for any loss or
damage to the furniture or facilities. A student may not be given clearance, or allowed to relocate to another room, unless he / she makes restitution for damage or other loss of property or compensation thereof.

- Students must maintain their personal necessities and belongings and must not leave their valuables in the rooms upon leaving on the weekends or by the end of the academic semester.
- Students shall comply with the sign-in times to their room assignments as determined by the Dean. However, in special cases, subject to the approval of the Dean, a student may make late sign-in for reasons related to study, university activities or emergencies.

5.7 Accountability:

**First: Disciplinarians**

- Students must extend cooperation with the University Accommodation Security Personnel by presenting their IDs and Accommodation IDs upon request.
- Students residing in the halls of residence must check-out of the dormitories within a maximum of two days. Non-resident students must check-out immediately after completing their examinations. In case a student fails to check-out on the specified time, he/she shall be charged (30 Dirhams) each day spent in the dormitories.
- Students may not stay overnight outside the dormitories, unless prior written approval has been obtained from the dormitory administration at the following times:
  - 00.00 p.m. (for men students)
  - 09:00 p.m. for women students authorized to leave by a taxi, as well as by private car.
  - 11:00 p.m. if escorted by a parent or a brother.
- Any Mahram who escorts a woman student to / from dormitories must identify himself / herself at the Security Office and submit his / her ID card and car registration.
- Students residing in the University halls of residence must observe the following:
  - Must keep their rooms clean and in order.
  - Must not tamper with the accommodation properties and equipment.
  - Must not display any photos, paintings, or logos, and etc. on the walls, doors, or windows for any reason whatsoever without prior approval of the supervisor or the administration.
  - In case there is no need for extra furniture, it will be handed over to the dormitories supervisor for necessary action.
  - Must comply with water and electricity / power good use regulations.
  - Adhere to the University laws, by-laws and all regulations issued by the Deanship.
  - Maintain reasonable quiet showing proper regard for others.
  - Must not bring in private cars inside the accommodations (for female only)
  - Must not bring in children into the University halls of residence.
  - Must not bring in pets into the University halls of residence.
  - Adhere to the University laws, by-laws and all regulations issued by the Deanship.
  - Generally, students are not allowed to engage in any conduct that violates the identity of the accommodation, its equipment and public property. Violators will be subject to the penalties set out in the Halls of Residence By-laws
- Students are not allowed to be engaged in any act that is inappropriate to a University student conduct. In general, students are not allowed to:
  - Possess or store of all types of weapons, or drinking alcohol, or use of drugs, or smoking inside the accommodation.
  - Use incense burners inside rooms or on any of the accommodation premises.
- Use gas cookers and any equipment that may lead to the activating of a fire in the accommodation.
- Bring in any unauthorized electrical equipment without coordination with the supervisor.
- Keep any materials, or tools, or books, or magazines, or photos that violate public morals and disregard existing laws, rules and acceptable standards of behavior within the University community.
- Possess and use of VCRs or other projection instruments inside the rooms.
- Escort a sick fellow woman student to the hospital unless necessary without approval of the concerned departments.
- Escort a visitor or a graduate student from out of the university to his/her room or dorm.
- Release any pamphlets or data unless prior written approval has been obtained from the Dean or his designee.
- Be engaged in a conduct that intentionally obstructs lawful activities inside the University accommodation.
- Disservice use cameras or any photograph machine.
- Leave the University campus unless prior written approval from parent is obtained, an exit permit issued by the supervisor, and recorded in designated records.
- Be engaged in any act or conduct that violates good morals and behavior.
- All types, forms and means of smoking are prohibited.
- Use mobile phones attached with cameras. In case a student use it violate public morals and disregard existing laws, rules and acceptable standards of behavior within the University community, will be expelled from the University.
- Use universities computers in chatting or any other disservice use.

- Without prejudice to the students’ disciplinary by-laws, students will be subject to the following disciplinary regulations set out in these articles in respect of any violations committed inside the University halls of residence
- Any violation of the University laws, by-laws and executive regulations issued thereof, or engaging in any prohibited act, shall be considered a disciplinary offense under these regulations and the halls of residence by-laws.
- In the cases in which a student is charged with committing a disciplinary offense, the halls of residence administrator must provide a written statement of the incident, prepare a preliminary incident report, submit it to the accommodation administrator/manager for initial investigation, and forward it to the Dean within 24 hours from the incident as to take any action he / she may deem appropriate.

Second: Penalties
- Penalties imposed upon students residing in the dormitories include the following:
  - Verbal or written warning
  - Warning: first, second and final
  - Dismiss from the dorms for one semester
  - Dismiss from the dorms for one academic year
  - Final expulsion from the dorms
  - Cancellation of student’s registration for one academic semester or more.
  - Permanent cancellation of student’s registration at the University

- Investigation with the students will be conducted by the person designated by the Dean. The
person who will initiate the investigation with the student may not be a member in the disciplinary committee.

- The decision to refer a student to the disciplinary committee shall be issued by the Chancellor upon submission by the Dean.
- Penalties shall be imposed as follows:
  - Penalties stated in paragraphs (a & b) shall be imposed by the Dean.
  - The approval of the minutes of the penalties stated in paragraph (C-G) falls within the Chancellor’s authority.
  - The Disciplinary Committee shall have the authority to impose all the penalties stipulated in
- Penalties set out in items (C-G) shows above, may not be applied until an inquiry in held with the student, in which his / her statement is taken and his / her defense is presented. If a student, who has received appropriate notification to attend a scheduled hearing, cannot attend a scheduled hearing due to compelling circumstances, or failed to appear without a valid reason accepted by the inquiry authority, he / she loses his / her right for testimony and his / her violation shall be considered without the benefit of the absent person participation.
- Decisions of the Disciplinary Committee will be displayed in the dormitories notice board.
- Decisions issued by the Disciplinary Committee are final after approval of the Chancellor. However, a student may submit a grievance to the Dean’s Council within two weeks from the date of writing notification of the penalty to student or his / her parents or his/her scholarship.
- The Council’s decision shall be final in this regard and not appeal to other institute.
- Decisions issued with penalties shall be kept in the student’s file in the Accommodation Administration and the Admission and Registration Department. The Director of the Admission and Registration Department will notify the student’s parents / guardian, as will as the

5.8 Student Finance Policy
The University tuition fees are determined by the Board of Trustees with the approval of the Supreme President of the University on an annual basis. It may introduce an increase in tuition fees between 3% and 5% to all students whether new or returning without prior notice, but significantly higher increases are usually applied to new students only. Updated fees are provided on the University website: www.sharjah.ac.ae

5.9 Student Disciplinary Policy
At the University, a student is expected to start a markedly new phase in education different from that in high schools. Here the student should behave responsibly towards everyone else. Freedom is a basic principle that is shared by all, and the limits of one’s freedom are the legitimate demands that others impose on that freedom. However, one cannot live responsibly without an adequate grasp of morality and ethical behavior. Acting responsibly and living morally are essential prerequisites for a genuine student life. Common experience tells us that student life is never repeated in one’s life; it is unique, a fact that all students should remember. Life in the university is precious and one should take advantage of it to the maximum degree. One should aim at living a well-balanced life at the university, trying to satisfy one’s interests without sacrificing one’s main objectives. It is essential that one abides by the rules of the University and respect everyone else’s property and rights. However, should anyone break the rules of the University and show disrespect to instructors and fellow students, then that person should be prepared to bear the consequences of his/her actions. It is not possible to cite all the possible
regulations that students might violate; however, below is a list of some of the University violations that call for discipline. It is the student’s responsibility to read and understand the By-laws regarding the student code of conduct.

If a student is caught cheating or about to cheat in an examination or a test, the following penalties are applied to him/her collectively:
- He/she is failed in the course in which he/she was caught cheating on examination.
- All the other courses in which the student was registered for during the semester in which he/she was caught cheating are cancelled.
- The student is dismissed from the University for one full semester following the semester session in which he/she was caught cheating and the summer session is not considered a regular semester for this purpose. No course completed in any university elsewhere will be counted for him/her during the period of dismissal from the University.

5.10 Student Academic Dishonesty Policy
- Breaking the laws of the State and the explicit rules of the University
- Misbehaving in classrooms, laboratories, libraries and all other places in the University

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.

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.

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.

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 reference such previous work.

Deliberate falsification of data
- Students must not deliberately falsify data or distort supporting documentation for course work or other academic activity.

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.

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

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 another person or company.

Students’ General Guidelines for Citing Reference in Research and Required Reports:

1. Students should be informed that for any course requiring a student to conduct a study or research, student reports should be turned in electronically to the course instructor using ‘Blackboard Safe Assign’.

2. Students may use study materials and references, including Internet sources, not to exceed 25% of their reports, by citing such references at the end of their reports.

3. If a student is caught having committed plagiarism, in other words using someone else’s work without citing it, in a graduation project, research, assignment, report, etc., including any information found in various study materials or on the Internet, he/she shall be considered as having failed the course in which the plagiarism was committed and must repeat the same course without the possibility of substituting it for another.

4. Students are expected to do their own work.

5. Cheating is considered a serious offense by the university. Students should be aware of the severe penalty for cheating (refer to the student code of conduct published in the university catalogue and website).

6. The University shall ensure that scientific research projects or any academic activities are not in conflict with the teachings of Islam, public morals, and the legal requirements of the Emirate of Sharjah and the United Arab Emirates. Members of the Board shall not have interests in conflict with those of the University. Any member who has an interest in conflict with a matter put to the vote by the Board shall forfeit the right to vote on it, and his attendance shall not count on considering the quorum requirements for the meeting. The existence of the conflict and the member’s non-participation in the voting and in the question of the quorum requirements shall
be recorded in the minutes. Paragraphs above shall not be taken to mean that the member concerned cannot express his opinion or that he cannot answer questions raised by the other members of the Board on the matter under consideration.

7. Student can use the pluralisms checker “ITHENTICATE” tool providing by IT Department in UoS website.  
https://www.sharjah.ac.ae/en/Administration/ITC/KnowBB/ETT/Pages/iThenticate.aspx

8. Student can check the originality for all submitted work by using TURNITIN tool Providing by IT department in UoS website. https://www.sharjah.ac.ae/en/Administration/ITC/Pages/aa.aspx

5.11 Disciplinary Procedures
a) The disciplinary procedures are designed to allow fact-finding and decision-making in the context of an educational community, and to encourage students to accept responsibility for their own actions. The intent is to provide adequate procedural safeguards to protect the rights of the individual student and the legitimate interests of the University.

b) Violations to academic honesty may be processed through a panel hearing, in which the panel will be composed of faculty members, while non-academic violations of the Code may be processed through an administrative hearing composed of staff member(s).

c) Procedures pre Disciplinary Committee Session
An initial investigation session is convened with the violator student to determine to what extent he/she is responsible of the violation, in accordance to the following:

(i) The student is notified in a period not less than five (5) working days from the commencement of the initial investigation session to present him/herself to the investigation committee; if the student fails to attend the investigation session without an acceptable reason, the matter shall be referred to the Students Disciplinary Committee to settle the alleged charges.

(ii) Whoever undertakes the initial investigation may disregard any charges against the student, if it came clear that it is without grounds. In this case, the complainant may file an appeal of the decision to be submitted to the DVC for Students Affairs.

(iii) The initial investigation may end with a signed accord by the investigator and the student, imposing a disciplinary sanction to the student; by this accord all the disciplinary proceedings shall cease including referral of the matter to the Students Disciplinary Committee, also the student’s right to appeal the disciplinary decision issued according to the aforesaid accord is fortified.

(iv) In case the mentioned accord in the previous article is not reached, the matter is to be referred to the Students Disciplinary Committee in five (5) working days after the initial investigation session; this period can be extended if the student presents an acceptable excuse to justify this extension.

d) Academic Misconduct
(i) After receiving a case report from the concerned faculty or staff member, or a complaint from a student, the Vice Chancellor will establish a hearing committee of three from among disinterested
College faculty members to conduct a preliminary investigation. If the preliminary investigation concludes that the allegation has sufficient substance to warrant formal investigation, the Dean shall forward the Committee’s report to the Provost who may decide to forward the case to the Student Disciplinary Committee to carry out the formal investigation.

(ii) The Student Disciplinary Committee is formed at the discretion of the Vice Chancellor, after consultation with the Provost. The Committee shall include three faculty members, among which at least one from the College of Law. Another faculty member will be from the College where the student belongs.

(iii) The Student Disciplinary Committee will set a date for a formal investigation and will inform the student of the allegation(s) and the date of the session at least ten (10) working days prior to the session.

(iv) Within (10) ten working days of the completion of the formal investigation, the student Disciplinary Committee shall submit a formal report to the Provost.

(v) The Provost shall inform the Vice Chancellor of the Committee’s findings and, if the Committee has found that the violation occurred, recommend what, if any, disciplinary sanctions shall be imposed.

(vi) The Vice Chancellor shall inform the student in writing, within (10) ten working days of receiving the Provost’s recommendations, of the decision and of the academic sanctions, if any, to be imposed.

(vii) The student may submit a written appeal to the Chancellor within ten (10) working days from the date on which the student is notified of the outcome. The decision of the Chancellor will be communicated to the student in writing and the decision is final.

(viii) In cases where academic misconduct has been found, the Registrar shall be notified of the disciplinary decision for purposes of recording the decision on the student’s record.

e) Non-Academic Misconduct

(i) For alleged violations of the Student Code of Conduct, the Dean for Students Affairs may establish a committee to conduct an investigation. The composition of the Committee is at the discretion of the Dean for Students Affairs and shall be formed of three members.

(ii) The Dean for Students Affairs will inform the student of the allegation and the date of the investigation session at least five (5) working days prior to the session.

(iii) Within ten (10) working days of the completion of the investigation, the Committee shall complete the investigation and submit a formal report to the Dean for Students Affairs.

(iv) The Dean for Students Affairs shall inform the student in writing, within ten (10) working days of receiving the report, of the decision and, if the student has been found to have violated the Code, the sanctions, if any, to be imposed.

(v) The student may submit a written appeal to the Vice Chancellor within ten (10) working days from the date on which the student is notified of the outcome. The decision of the Vice Chancellor will be communicated to the student and the decision is final.

f) Commencement Disciplinary Proceedings

(i) The University can by itself or based on a complaint submitted to the Dean for Students Affairs or to any
competent department, commence the disciplinary proceedings of any student charged with breaching the applied code of conduct in the University.

(ii) The complaint should be submitted no later than two weeks from the incident under investigation unless there is a reasonable justification for the delay; in any case commencement of the disciplinary proceedings should not be delayed for more than one month effective the date of committing the violation or determining the identity of the person who is believed to breach the students Code of Conduct.

(iii) The complaint should be submitted in writing and include name of the violator student, address, date of the incident, its place and a detailed description hereof.

(iv) The University may take the necessary action should the student withdraw or apply to withdraw from the University after commencement of the disciplinary proceedings. This includes:
   - Withholding the student’s academic file and notifying him/her of the commencement of his disciplinary proceedings, before allowing him/her to re-register in the University.
   - Should the Disciplinary Authority decides to impose a sanction on the student, the sanction can be applied upon re-registering the student in the University.

(v) The Students Disciplinary Committee may impose a sanction on the student with one of the stipulated sanctions if the student fails to be present in front of the Committee twice even though he was notified to attend, unless his non-presence was due to acceptable reason.

g) Postponement of Disciplinary Proceedings
Each student charged with violation of students’ Code of Conduct has the right to apply to postpone the initial investigation session, as well as the students’ Disciplinary Committee session based on well-founded reasons.

h) Notifying Student About Disciplinary Committee Session
The student is notified with the date of the students Disciplinary Committee session with a period not less than five (5) working days of the session date, unless stated otherwise; notification must be in writing and has to include the following:
   (i) Date and venue of the students Disciplinary Committee session.
   (ii) Notification is to be done through the way the Dean for Students Affairs sees appropriate.

j) Students Disciplinary Committee Sessions
Students Disciplinary Committee is convened according to the following rules:
   (i) Disciplinary Committee members are committed to the impartiality principal.
   (ii) Disciplinary Committee sessions are convened in closed-door room and only concerned parties are allowed to attend.
   (iii) The Committee rapporteur undertakes writing and keeping the sessions’ minutes.
   (iv) The University representative undertakes the responsibility to prove that the student breached the Code of Conduct; he/she will present the conviction evidences to the Disciplinary Committee and has no right to attend the deliberation session and has no voting right as well.
   (v) Should the student fail to show up without an excuse after being notified with the date of the
disciplinary session, this would not prevent the Committee from continuing the disciplinary proceedings.

(vi) The charged student undertakes presenting his opinion to the Committee with regard to the charge(s) raised against him/her. The student may ask the assistance of a lawyer on his own expenses and the role of the lawyer is to advise the student without having the right to address the Committee directly.

(vii) The Disciplinary Committee has to abide by the confrontation principle as settling violations or the violations submitted to it.

(viii) The Chairman of the Disciplinary Committee undertakes the running of the session and is responsible to observe all the relevant regulations in an appropriate way.

(ix) Should any individual including the charged student cause disruption to the session proceedings, or show non-compliance to the Chairman’s instructions, the latter has the right to order him/her out of the session.

(x) The decision of the Disciplinary Committee is issued by majority, and must be in writing and supported with reasons and must have original in the documentation.

(xi) The register of the Disciplinary Committee session comprises of the written session minutes, any documented evidences and the written decision of the Committee.

(xii) The Disciplinary Committee session register is referred in whole to the competent authority in the University.

(xiii) In all cases, the student and the complainant, if any, must have a copy of the final decision.

k) Disciplinary Sanctions

(i) Individual Sanctions refer to the authority of the Disciplinary Committee or other respective authority to impose a sanction on the student who breaches the University Code of Conduct with one of the following sanctions:

− Verbal warning or a written disciplinary warning.
− Fines: Are applied to compensate for losses, damages or actual casualties, and it may take the form of an appropriate service, financial fines or replacing the materials.
− To be under behavioral observation for a set period and the student may face a more severe disciplinary sanction if it comes clear that he/she breaches the Code of Conduct while in the observation period.
− Deprive him/her to register in the University for a semester or more or for a period not less than the remaining period of the semester at the least.
− Dismissal and permanent separation from the University.

(ii) Group Sanctions: The following sanctions may be imposed on the University students groups or clubs:

− Ceasing the activity entirely or losing the prerogatives including the University recognition of that organization for a set period of time.

Sanctions mentioned in the first item of the individual sanctions above
5.12 Student Grievance Policy and Procedures

If a student feels that she/he has been treated unjustly by a decision of the disciplinary committee, she/he may submit a grievance in accordance with the following procedures:

- The student submits, within fifteen days from the date of receiving the committee’s decision, a written letter to the chairman of the disciplinary committee explaining why she believes she has been treated unjustly.
- The grievance shall be forwarded to the Chancellor’s Office.
- The Chancellor will refer the grievance to the Council of Deans.
- The Council of Deans will examine the grievance and will decide to approve, modify or reject the penalty. The decision will be deemed final after it has been approved by the Council of Deans and may not be appealed before any other authority.

5.13 Student Appeals Policy and Procedures

A student may submit a written petition to the Dean of the College which offers the course within two weeks after the grades have been posted to have his/her final examination answer sheets or booklet reviewed. The petition shall be submitted through the Registrar’s Office after payment of a fixed fee. If the petition is granted, the review shall be conducted by a committee formed by the Department’s Chair consisting of himself/herself and two other members of the Department, one of whom shall be the instructor of the course. The review shall ascertain whether or not there is a material error in adding up the grades allocated to each question, copying the components of the grade, or forgetting to correct a question partially or wholly. If such an error exists, the instructor of the course shall correct it, and the corrected result shall be approved in accordance with standard procedures.

5.14 Student Activities Policy

The Students’ activities at UoS are playing an important role during study period for each student. It provides the students good opportunities to show and improve their talents, skills and hobbies. There are different Types of activities in UoS, such as cultural, social and arts activities. These Activities are conducted via student clubs, associations and councils. All these students’ activities will serve the mission of UoS enhance the standard of student performance to higher levels. For more details about students’ clubs, association and their activities, see UoS policy and procedures policy number S-12-b. It includes a clear rules and guidelines for conducting student’s activities at UoS. The main rules for student’s activities are:

- Student organizations and activities are a crucial part within the education process at UOS.
- Student organization will be officially approved and recognized when it meets the UoS criteria, has a clear objectives and organizational structure, get approval from UoS top management.
- Student organizations and activities should follow the UoS by-laws and policies and procedures as well as the guidelines and rules set by student’s activities section under the Deanship of the Student Affairs.
- The UoS Shall promote various extracurricular activities in the fields of educational, cultural, artists, volunteering, sport events, social, theater, fine arts, recreation and Heritage activity to serve UoS mission and vision.
- The Deanship of Student Affairs shall give plans and schedules for the students’ activities yearly at the beginning of each academic year.
- The Students activities section shall coordinate with concerned departments and colleges to arrange any planned activity.
- The Deanship of Student Affairs responsible for encouraging all students to participate in the students activities to develop their extracurricular talents and built their personality.
- The UoS shall strive to provide the required facilities and resources for any approved student activity within the UoS budget.
- Each club or organization should provide, before establishment, executive board, advisor, events and activities plan, own rules and regulations, members and budget Plan.

5.15 Student Rights and Responsibilities Policy
- When a student appears before a disciplinary committee, the following points must be observed:
- The student will be referred to the disciplinary committee under two conditions:
  - First: There is a complaint against the student that she has committed a violation. A detailed description of such a violation must be submitted, and the complaint will be submitted by the Dean, an academic staff member, a member of the administration in the University, another student or by another party.
  - Second: The complaint has to be against a specific student or a group of students. Complaints that lack such specification or are filed against an unknown party will not be admitted.
- The disciplinary committee will advise the student of the violations attributed to her and set a suitable time to investigate the same. The student must be given enough time before such a date. Furthermore, the committee must provide the student with an atmosphere that ensures a sense of security; her feelings must be respected, and she may not be insulted or threatened. The committee must also ensure that the student is given a fair chance to defend herself by all possible legal means. Such precautions are deemed essential since the provision of such conditions is as crucial as the provision of guarantees that ensure the carriage of justice through the proper procedures including the right of the student to defend himself / herself.
- If the student wishes to call a witness and the committee feels that such a witness may not contribute directly to the case, it may refuse to grant the student such a wish. Its decision will not be deemed a violation of the student’s right to self-defense.
- If the student or the witness does not speak Arabic, the chairman must secure a translator and administer an oath that she will translate what she hears accurately. Such a translator may not be a member of the investigating committee or one of the witnesses even though the student may approve.
- If the student or the witness refuses to take the oath on the pretext that he is not pure, he will be given adequate time by the committee so that he can purify himself and take the oath. If she still refuses to take the oath, this attitude will be held against her and will be taken as evidence
against her.
- During the investigation, the committee may not use recording equipment clandestinely so that
the recorded material can be used against the student. Such equipment, however, may be used
with the express knowledge of the student so that recorded material may be later used for the
purpose of recording the minutes and recalling the exact statements to ensure justice.
- If the student suffers a nervous breakdown or faints during the investigation, whether this be
genuine or fake, the investigating committee must postpone its investigation and resume it at a
later date to ensure the proper carriage of justice.
- The description of the violation must be in line with the violations set out in the disciplinary
rules and regulations in force at the University. The committee may not make up violations that
are not listed therein.
- A student may not be punished more than once for the same violation in all conditions as this is
in violation of the disciplinary rules and regulations in the University and is contrary to the spirit
of justice.
- As a rule, the student may not be investigated by more than one committee at the same time.

If a student feels that she/he has been treated unjustly by a decision of the disciplinary committee,
she/he may submit a grievance in accordance with the following procedures:
- The student submits, within fifteen days from the date of receiving the committee’s decision, a
written letter to the chairman of the disciplinary committee explaining why she believes she has
been treated unjustly.
- The grievance shall be forwarded to the Chancellor’s Office
- The Chancellor will refer the grievance to the Council of Deans.
- The Council of Deans will examine the grievance and will decide to approve, modify or reject the
penalty.

The decision will be deemed final after it has been approved by the Council of Deans and may not be
appealed before any other authority.

5.16 Student Counseling Policy
The Deanship of Student Affairs provides Counseling services that aim at helping students to understand
themselves and to realize their weaknesses and strengths. It also aims at helping students to develop
their own potential in an integrated manner and to explore the options available to each student in
order to select appropriate options, while taking into consideration a student's personality, potential,
and circumstances.

5.17 Health Services Policy
The University provides medical clinics for both male and female students on a 24 hours basis plus
ambulance services for emergency help whenever needed.
Starting Fall 2007-08, all University students are required to have health insurance in any one of the
following three schemes:
- Health card issued by the Ministry of Health. In addition, students shall pay University fees in
order to use University medical services in emergency cases and for basic routine treatment.
- Health card issued by a private insurance company. In addition, students shall pay University
fees in order to use University medical services in emergency cases and for basic routine
treatment.
- The University shall contract a health insurance company with competitive costs for interested
students. In this case, students could benefit from University clinic services alongside those of the insurance company without paying extra fees

5.18 Students Records Policy
The policy of the University is to respect the rights of its students to privacy and confidentiality regarding their academic records, and it has set up rigid rules for the implementation of this policy. Student records are kept secure and only authorized personnel are entitled to have access to them. Professors post their exam results according to student ID numbers, and are not allowed to post them according to student names. No official transcript may be issued to any party including the concerned student’s parents except upon his/her signed request and it will not be handed to any other party, except with the student’s own authorization. All official transcripts are signed by the Director of the Department of Registration. Students may request an unofficial transcript or a record of their grades any time they are in need of it, besides being able to access their records and see their grades any time they wish on the Internet by using their own ID number and PIN (Personal Identification Number).

5.19 Academic Advising
The Academic Advising programs are responsible for providing academic support and services that promote student learning. Every student at UOS is assigned an academic advisor, and students are required to meet with that individual every semester. Advisors assist students in developing career goals, registering for courses, understanding university policies, and connecting to campus resources. The University provides advising and guidance for all freshmen as part of the student orientation program, which introduces students to important information about the University of Sharjah, student advising, registration and academic probation, curricula, academic support services, extracurricular activities, time management, and study skills. For more information on academic advising, kindly refer to the University of Sharjah Academic Advising Program (USAAP) page on the University website.

5.20 Student Publication policies

Refereeing
All articles submitted for publication are subjected to peer refereeing. Final acceptance is subject to authors making all appropriate modifications suggested by the referees. Sole responsibility for contents rests with the authors, not the editors or the Journal. The Editorial Board conducts initial review for all the coming articles in order to decide whether they abide by the publishing rules; hence are eligible for refereeing. The Editorial Board retains the right of refusing an article without disclosing the reasons.

Publication Conditions
1. The Journal publishes original articles written either in Arabic or English languages in the fields of Humanities and Social Sciences.
2. Manuscripts should not have been published before or considered for publication elsewhere. A written statement to that effect should be submitted along with the manuscript.
3. Submitted manuscripts should not be parts of published books.
4. Accepted manuscripts or parts of them cannot be published elsewhere without written permission from the Editor-in-Chief.
5. Authors must agree to transfer copyright to the publisher. If the Journal wishes to reprint the article, prior permission must be obtained from the authors.
6. Authors must disclose sources of funding.
7. Manuscripts received by the Journal cannot be returned whether published or not.

Manuscript Requirements

1. Publishing is exclusive to following types of research:
   a. Field Research (Applied Research): The researcher should include an introduction indicating the subject of the research and the need for it, identify the research method, and the method of data analysis, present and discuss the conclusions and recommendations, and finally the bibliography.
   b. Quality Research (Analytical Research): The researcher provides an introduction reviewing the research problem and questions. The introduction should reveal the importance of the research and its value to science and knowledge. The body of the research paper is divided into successive and related parts with some degree of independence. Each part shows a certain topic within the context of the whole subject. Such topic should have relation to the previous one and prepare the reader for the next. The research is concluded with a comprehensive summary and guidelines. The bibliography comes at the end.

2. Manuscripts should not exceed 30 pages of A4 size.

3. Manuscripts must have the following sections: a one-page abstract in Arabic and English (about 150 words each); keywords; introduction; main body divided into the appropriate sections and sub-sections; conclusions; brief biographies of authors; and a list of references.

4. Authors' full names and current affiliations must be given immediately below the title of the article.

5. Manuscripts should be typed, double spaced, in Times New Roman, 14 points font for the main text. Only one side of the sheet should be used and line spacing should be double.

6. The policy of the journal requires, as much as possible, that a research article be composed of the following parts (regarding the field or empirical research):
   • Introduction: This includes the theoretical framework of the research and related studies. Don't make an independent title for previous studies.
   • The study's problem, objectives, and questions or hypotheses.
   • Significance of the study
   • Limitations of the study (if any)
   • Definitions of variables
   • Study procedures which include:
     • The study population and sample
     • Study instruments
     • Instruments validity and reliability
     • Study instructions
     • The findings of the study
   • Discussion of the findings
   • Conclusions and recommendations

7. Figures, graphs, and illustrations should be included in the text and should be in black and white. They should also be consecutively numbered and given titles and explanations beneath them.

8. Tables should be included within the text and consecutively numbered and given titles above them. Explanatory notes are written down beneath the tables.

9. Margins should be 5.2 cm in width on all sides of the page.

10. Notes should be placed at the end of each page when necessary only.

11. The Journal does not publish research instruments. However, they should be included within the
presented transcript in order that the referees may review them. These should not be included in the research article when it is presented for final acceptance and printing.

12. Citation in the text should be based to APA style, cite all references used either at the beginning of a sentence or at the end of the sentence according to the last name of author/authors and year of publication.

13. Citation in “References list” should be listed alphabetically according to the author’s/authors’ last name/s (in accordance with APA style)

Publication Required Submissions
- Authors are required to submit the following:
  - Three copies of the manuscript prepared according to the manuscript preparation guidelines.
  - An electronic copy of the manuscript on Microsoft Word for Windows.
  - The author’s CV, including his/her full name in Arabic and English, current address, rank, and the most important publications.
  - A submission cover letter.
  - Publishing undertaking statement.

5.21 General Admission Requirements

All applicants must satisfy the following basic admission requirements:

1. Completion of secondary education or an equivalent level with the required average no earlier than three years prior to joining the University. Applicants to the College of Medicine and Dentistry need to have finished their secondary education no more than one year previously.

2. The applicant should not have been expelled from the UoS or any other institution for academic or disciplinary reasons.

3. Applicants should indicate their order of preference for majors on the application form.

4. Applicants are accepted in different majors according to the student’s preference and her/his grade average and depending on the capacity of each college.

5. Applicants should complete and submit the application form and required documents to the Admissions Department by the stated deadlines and pay the application fee of AED 300.

6. Meeting the secondary education grade requirements as well as other admission requirements, and submitting the application, paying the application fees & receiving an ID number does not in any way mean that an applicant is admitted to the University. Students are required to pay a reservation fee after meeting specific criteria on a competitive basis, in accordance with University policy. Student reservation fees are nonrefundable if the student withdraws or does not enroll in the University, and are applied toward tuition fees if the student enroll in his/her program.

7. Applicants to the Colleges of Medicine and Dentistry pay a 1500 AED fee for their applications to be considered as part of the admissions competitive process. This fee is non-refundable if the applicant is rejected.

A student will not be issued an ID or allowed to register in courses unless the admission file is complete.

Academic Qualifications:

A student applying to join the UoS must have completed her/his secondary education and have had at least 12 years of schooling prior to the date of application.

The applicant should have graduated from a school licensed and recognized by the Ministry of Education
An applicant who attended school outside the UAE should be a graduate of a school recognized by the official education authority in the country of study. Certificates submitted must be authenticated by the Education Authority in the country of study, such as the Ministry of Education, Boards of Education, or the British Council, the Ministry of Foreign Affairs in the country, then the relevant Embassy of the United Arab Emirates or the Embassy of the Country in the UAE, and the Ministry of Foreign Affairs of the United Arab Emirates.

**Holders of Certificates of Secondary Education or its Equivalent (Science or Literature Sections):**

Students who hold a secondary education certificate from a recognized school may apply for admission to one of the bachelors programs, in accordance with the conditions and standards set by the university, within the limits of its capacity and according to the following provisions:

- A minimum average of 70% (Literary or Scientific Section) is required for admissions to the following colleges:
  - Shari’a & Islamic Studies
  - Business Administration
  - Law
  - Fine Arts & Design
  - Communication
  - Arts Humanities and Social Sciences
- A minimum average of 70% (Scientific Section) for applying to the College of Sciences.
- A minimum average of 75% (Scientific Section) for applying to the Colleges of Engineering and Health Sciences.
- A minimum average of 80% (Scientific Section) for applying to the College of Pharmacy.
- A minimum average of 85% (Scientific Section) for applying to the College of Dentistry.
- A minimum average of 90% (Scientific Section) for applying to the College of Medicine.

**Students Holding a Technical High School Certificate or its Equivalent:**

Students who hold a Technical Secondary School Certificate from a recognized school may be admitted to an undergraduate program according to the following requirements:

<table>
<thead>
<tr>
<th>Study Track</th>
<th>College</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharia</td>
<td>- Sharia and Islamic Studies</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>- Law</td>
<td></td>
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<tr>
<td></td>
<td>- Arts Humanities and Social Sciences, (Except English language and Literature)</td>
<td></td>
</tr>
<tr>
<td>Business</td>
<td>Business – Business Administration or Public Administration</td>
<td>80%</td>
</tr>
<tr>
<td>Industrial</td>
<td>Engineering or Sciences (According to their respective fields)</td>
<td>85%</td>
</tr>
<tr>
<td>Technical Institution certificate</td>
<td>Engineering or Sciences (According to their respective fields)</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Holders of Certificates of Secondary Education from a Foreign Country and/or System:**

**A. High School Diploma Certificate:**
An applicant who holds a High School Diploma (American system) or its equivalent may be admitted upon meeting the following conditions:

- The student has completed 12 years of study.
- The certificate is recognized by the Ministry of Education in the UAE.
- The student must have studied 6 courses in the fields of Mathematics, Sciences, Social Studies, and Languages with English as the language of instruction.
- The Diploma study track (Literature or Science) is determined on the basis of the courses studied in the 12th year (two Science and one Mathematics subjects constitute a Science Track).
- Applicants to the Medical Colleges (Medicine, Dentistry, and Pharmacy) must have completed two courses of Biology, two courses of Chemistry, and at least one course in Physics in the last three years (G10, G11, G12) and attained a grade of (B) or higher in the 12th year in Biology or Chemistry.
- The UoS may award up to (12) credit hours for students who have successfully achieved a grade of (5) or higher in specific subjects of the IB Higher-Level Examination, and will be given Substitute Courses instead.

B. British Certificates (IGCSE, GCSE, GCE):

An applicant who holds a British certificate of secondary education or its equivalent may be admitted upon meeting the following conditions:

- Has completed 12 years of study by the time she/he has finished secondary education and must provide proof thereof.
- The highest 7 grades obtained will be considered as follows:
  - A minimum grade of C in 5 O-Level subjects, and minimum grade of D in 2 AS-Level subjects or
  - A minimum grade of C in 6 O-Level subjects and a minimum grade of E in one A-Level subject
  - The courses should cover at least four areas of study: Mathematics, Sciences, Social Studies, Fine Arts & Design, and Languages.
- For an applicant to be considered as a graduate of the Science Track in secondary educations she/he must have successfully studied at least 2 Science and one Mathematics subjects at O-Level and AS-Level or A-Level.
- Applicants to the Colleges of Medicine, Dentistry, or Pharmacy must have taken Chemistry and Biology courses at the O-Level, AS-Level or A-Level and attained at least a minimum grade of B at the AS-Level or a C at the A-Level in one of these subjects.
- The UoS may award up to (12) credits for students who have successfully achieved a grade of (C) or better in specific A-Level subjects, and will be given Substitute Courses instead.

C. International Baccalaureate Certificate (IB):

An applicant who holds International Baccalaureate Certificate may be admitted upon meeting the following conditions:

- The student has completed 12 years of study.
- The certificate is recognized by the Ministry of Education in the UAE.
- The student must have studied 6 courses in the fields of Mathematics, Sciences, Social Studies, and Languages. And it should include at least two subjects from the higher level.
- Student should obtain not less than 24 points from 45 points.
- The Diploma study track (Literature or Science) is determined on the basis of the courses
studied in International Baccalaureate certificate (two Science and one Mathematics subjects constitute a Science Track).

- Applicants to the Medical Colleges (Medicine, Dentistry, and Pharmacy) must have completed two courses of Biology, two courses of Chemistry, and at least one course in Physics in the last three years (G10, G11, G12) and attained a grade of (5) or higher in the International Baccalaureate certificate in Biology or Chemistry subject.
- The UoS may award up to (12) credit hours for students who have successfully achieved a grade of (5) or higher in specific subjects of the IB Higher-Level Examination, and will be given substitute courses instead.

Special Admissions Requirements for the College of Medicine and College of Dentistry:

A. The Criteria for entering the Competition of the Medicine and Dentistry Colleges:

All students applying to the Medicine and Dentistry Colleges will be subject to further selection criteria based on academic competition amongst applicants depending on the regulations of the University.

Students have to pay 1500 AED to enter the competition process. This amount is non-refundable in any case: (acceptance, non-acceptance, withdrawal, or non-attendance...). In case of acceptance, the fee is considered a first installment of tuition fees.

B. Confirmation of Admission for Medicine and Dentistry Colleges:

All new students accepted in Medicine and Dentistry Colleges should pay the tuition fees within a maximum period of one week after announcement of their acceptance.

Students who do not enroll for the semester in which they were admitted will be denied admission to the University and will not receive a refund of any fees paid.

C. Minimum requirements for promotion to the First Year of the Bachelor of Medicine and Surgery or Bachelor of Dental Surgery:

In order for a student of these programs to be promoted to Year One she/he must:

- Successfully complete the foundation Year
- Attain a minimum cumulative GPA of (2.5)
- Attain a minimum cumulative GPA of (2.5) in Chemistry and Biology and their respective labs.
- In addition, this is provided that places are available in the first year of the two programs.

Special Admissions to College of Business Administration:

Students accepted to the College of Business are admitted to the General Business program. After completing 36 credit hours of study in the General Business program, 18 of which are College requirements, students may continue in one of the college majors subject to satisfying the major-specific requirements.

Language of Instruction:

- The language of instruction is Arabic in the following programs: all programs offered in the Colleges of Shari’ a and Islamic Studies, Law, Arts, Humanities and Social Sciences (except the English Language & Literature, and International Relations programs ), the program of Law in the Community College, Public Relations program in the College of Communication.
- However, the language of instruction is English in the following programs: all programs offered in the Colleges of Engineering, Business Administration, Fine Arts and Design, Sciences, Medicine,
Dentistry, Pharmacy, and Health Sciences; the English Language and Literature program and International Relations program in the College of Arts, Humanities and Social Sciences; and Mass Communications program in the Colleges of Communication.

All programs offered in the Community College are also taught in English except for the program in Law

**Important General Notes:**

1. Students shall fill in the application form personally, and be responsible for the accuracy of the information filled therein. Incomplete applications will not be considered.
2. Students are responsible for completing all admission procedures by the specified deadlines, in accordance with the instructions of the Admissions Office as announced in the academic calendar. The University is not responsible for applications not completed by students on time. All students are required to visit the University’s website (www.sharjah.ac.ae) to learn about the dates and locations of the admission exams, TOEFL test, and personal interviews as well as to see their results.
3. Reservation seat fees are nonrefundable if the student withdraws or does not enroll in the University, and are applied toward tuition fees if the student enrolls in his/her program.
4. Admission is granted for the semester to which the student is applying. A student’s admission will be cancelled if the student does not enroll in the same semester as when the application has been submitted.
5. New students are permitted to postpone admission for a maximum of one semester for all programs with the exception of College of Fine Arts and Design for which they may postpone admission for one year after paying the required fees and submitting all required forms to the Admission Office.
6. Paragraph (5) applies for all the University programs except for programs in the Colleges of Medicine and Dentistry, which do not allow postponement of admission.
7. The University does not accept the submission of the original High School Certificate. Students are required to provide copies certified by the proper authorities.
8. All documents submitted for admission to the University are considered the property of the University. Students are not permitted to request any documents from their personal file once submitted to a staff member.
9. The University is not responsible for scholarship applications. Students are required to contact sponsors on their own.
10. Applications received after the admission period will not be considered.
11. The University reserves the right to increase the fees every year.
12. Students Shall Abide by All Other University Requirements

**ADMISSION REQUIREMENTS FOR THE M.S.C. DEGREE:**

- The candidate must hold a bachelor’s degree from a UAE-recognized university with a minimum cumulative GPA of 3 out of 4 or its equivalence. Students with a GPA between 2.5 and 3 may be admitted conditionally provided that they register for 6-9 credits hours in the first semester of their study and obtain a “B” average. Otherwise, a student will be expelled from the program.
- The undergraduate degree must have been achieved by attending no less than 75% of the required program period. Students with distance learning degrees shall not be considered for admission.
- The Bachelor degree must be attested by the Ministry of Higher Education and Scientific Research from a licensed higher education institution inside the UAE or equalized by the
Ministry if received from a higher education institution outside UAE.

- Candidates are required to demonstrate English language proficiency by obtaining: A minimum of 550 on the Institutional TOEFL (administered at the University of Sharjah) or its equivalent on the iBT or CBT; or 6 on the academic IELTS for programs taught in English. Students may be admitted conditionally if they obtain 530 or higher on TOEFL provided that they enroll in an English language course and receive a TOEFL score of 550 by the end of their first semester of study. Students who do not meet these two conditions will be dismissed from the program. The TOEFL is not required for programs taught in Arabic (except Applied Sociology and Law, a student must have TOEFL 450 or IELTS 4.5 ). However, students who obtain below a minimum of 400 on TOEFL are required to take and pass an English language course as a prerequisite.

- The undergraduate degree should be in a subject that will qualify students for the graduate specialization of their choice. Otherwise, students may be admitted upon the recommendation of the department and after their having studied required prerequisite courses assigned by the department.

Programs which have additional admission requirements should publish it to all beneficiaries.

ADMISSION REQUIREMENTS FOR THE PhD DEGREE:

- A student must hold an M.Sc. degree from a recognized university with a CGPA of 'very good' or the equivalent.

- Students are required to obtain a score 550 on TOEFL or 6 on the academic IELTS for programs taught in English and 500 on TOEFL or 5 on the academic IELTS for programs taught in Arabic.

First: English Language Proficiency Requirements:

All Students (New, Transfer, and Bridging) applying to an English language medium program must provide proof of English language proficiency as detailed below.

1. Take the English Placement test (Institutional TOEFL) administered at the UoS after paying the exam fee and obtain a score of 500 or higher.

2. Submit evidence that he/she has taken a recognized English proficiency test and attained a minimum score as follows: International TOEFL test with a score of (500) on the Paper-based (PBT), (173) on the Computer-based test (CBT), or (61) on the Internet-based test (IBT) or band (5.0) on the Academic IELTS test.

- International TOEFL or Academic IELTS certificates older than two years are not accepted, and the University does not accept any other English Language proficiency certificates from any other educational institution.

- The certificates shall be authenticated by the English Language Center at UoS. Recipients of an IBT certificate shall attend an interview by representatives of the English Language Center.

- If a student presents a certificate from outside the University and the score attained does not represent his/her true level of English, the University reserves the right to subject the student to an English language proficiency test at the University to determine his/her English language level.

- Students who attain a score of 500 or above in the TOEFL test or its equivalent are eligible to study at colleges directly.

- Students who fail to attain a minimum score of 500 on the UoS TOEFL exam, 5.0 on the Academic IELTS exam must join the Intensive English Program (IEP). The IEP consists of four levels: Foundation 1– Preparation 4. IEP students receive 20-25 hours per week of class instruction.
• Students scoring less than 5.0 on any IELTS skill must take the IEP courses that are relevant to that skill.
• Students accepted in the Mass Communications Arabic tracks are required to obtain a score of at least (450) on the International TOEFL test or IBT 45 or Academic IELTS 4.5.
• Students accepted in the colleges of Medicine, Dentistry, Pharmacy, and Health sciences are not allowed to register any courses taught in English without obtaining a score of (5.0) in each skill.
• Students who had tested and scored 4.5 on the IELTS or 450 on the TOEFL tests may be admitted to the Diploma program in the Community College as first year students and take 12 credit hours in each regular semester in addition to 3 credit hours of intensive English under condition that they retake the exam and attain a score of 5.0 on the IELTS or 500 on the TOEFL tests within a year of admittance, otherwise they will be suspended from the University.
• Admitted students should enroll at the beginning of every semester according to the registration schedule announced in the University’s academic calendar.
• New Students are allowed to postpone their admission for a maximum of one semester, except for students of the College of Fine Arts & Design where the allowed period is one year.
• Students must pay the required fees and submit a deferment form to the Admissions Office before classes begin. Once that is done, the College concerned shall be duly notified. If the student does not register the following semester, his/her admission shall be cancelled.
• Students who do not enroll for the semester in which they were admitted or do not process a request for postponement of admission will be denied admission to the University and will not have the right to a refund of the seat reservation fees.
• Admission deferment is not allowed in Colleges of Medicine and Dentistry

The competition shall be conducted on the basis of a previously made program that defines in detail the goals, specifications and scope of the project, as well as the awards and prizes that will be granted for successful contestants and the compensations that may be given to unsuccessful contestants, and the future of the ownership of the successful and unsuccessful reports, studies, designs, and drawings.

The Committee is entitled to decide non-eligibility of any of the participants in the competition for the prizes or the award or the compensations wholly or partly, if the Committee considers these reports, plans, designs and drawings do not comply with the conditions of the competition or if they are below the required technical standard.

6. Library and Other Information Resources

6.1 Libraries’ Mission

The Mission of The UOS Libraries is basically based upon the following ground rules in addition to applying information and telecommunication technology in all activities and services provided as a response to the aspirations of the University Administration and keeping in close touch with the world developments in information management, storage, retrieval and dissemination:

Support of the learning, teaching and research processes through acquiring information resources that fulfill the needs of the university community, including:

University’s teaching & administrative staff, University students. Processing, organizing, arranging, and offering these resources in a manner based upon high library standards and practices. Providing training and learning opportunities for users to highly enable them utilize these resources adopting a mechanism of continuous user teaching and training.

Enhancing cooperation and coordination with counterpart institutions to maximize resource sharing.
Maintaining qualified and trained Library staff to ensure that the Library work and service offered is carried out in a manner that commensurate with the organizational needs of the academic community of the University of Sharjah.

Using on-going job skills development, including: training, teaching, and keeping in touch with new trends in the library and information world.

6.2 Libraries' Vision

The library is a center to gain knowledge and creativity by virtue of: its diverse information resources in content and format, quality and effective delivery of these resources, creation of constant awareness among users about the easy and effective process of accessing and utilizing the available resources and building a reliable collaboration with all stakeholders from the inside or outside the University to extend the amount of the possible knowledge and develop the quality of provided services.

6.3 Library Values

Knowledge
- We encourage the process of learning and thinking.
- We encourage seeking by virtue of investigation and discourse.
- We expect further scholarly inquiry and we effectively contribute to it.
- We regard the Library as both a real and virtual extended classroom.
- We embrace our role as collectors and custodians of the intellectual record.

Service
- We offer an environment based upon creativity, flexibility, and collaboration.
- We suppose that each user of the Library is unique and important.
- We commit ourselves to meet the changing needs of the Library and its users.
- We offer a comfortable, welcoming and secure place for study, research, work, reflection and interaction.

Quality
- We commit ourselves to constant excellence.
- We hire qualified people and quality resources to accomplish our work.
- We support individual growth and organizational development.
- We work carefully to exceed the expectations of the community we serve.

Integrity
- We deal with each other with honesty and candor.
- We apply the principles of fairness, justice and equality in our work.
- We promote the highest standards of our profession, including open and equitable access to information.
- We demonstrate a strong work ethic, taking responsibility for our actions, keeping our word, and following through on our commitments.

Respect
- We treat everyone with equal consideration and courtesy.
- We understand differences in perspective, opinions and ideas.
- We fulfill the needs of others.
- We provide a comprehensive and diverse environment.
**Communication**

- We maintain open and honest communication at all levels.
- We believe in the importance of Library-wide participation.
- We reach out to all segments of our user communities.
- We share information and seek opinions related to our decisions that affect the success of the Library.

**6.4 Code of Conduct**

The Library Code of Conduct exists to enable the library to achieve its main goals by supporting study, teaching and research activities at the university, and to provide an appropriate secure, pleasant and productive learning environment.

All Library users are expected to acquaint themselves with and observe this code. It has been created in harmony and consistency with the University Code of Conduct. Failure to comply with this Code will result in the application of Penalties University of Sharjah

**Conditions of the Code of Conduct**

**General**

- All users have the right to access the library services and facilities safely and without any distraction
- All UOS users should possess a valid ID cards, to be presented when required. Visitors are allowed to access the library after identifying themselves and registering their personal information in the “Visitors Logbook” available at the Circulation Desk.
- Security and Library Staff have the right to inspect the users’ belongings while entering or leaving the library, as well as, request the ID cards from users for investigation.
- Users should be courteous and respectful to library and security staff while they are performing their duties. Users should comply with the directions and instructions issued by the library staff.
- The library is not responsible for any lost or stolen personal belongings which kept unattended.
- Reservation of study rooms or reading spaces or seats is not permitted in the library. Users should remove all their belongings when vacating a study area. If not, it is the right of the security and library staff to remove them.
- To observe and use the “Emergency Exits” for emergency cases. They should not be used for normal exit of the library. The Exits are monitored by cameras, and penalties may be imposed on using them.
- No materials such as posters, banners, flyers may be displayed in the library without permission from the librarian.
- To notify the Library or Security staff of any misbehavior observed in the library

**Collection & Equipment Protection**

- Taking away, attempting to remove or steal library materials or any property is an unacceptable behavior and penalties will be imposed for this action accordingly.
- Users should not conceal any of the library materials, for the limited use of an individual or group.
- Mutilating, damaging or abusing the library materials by writing, marking, tearing pages, removing security strips, etc. Penalties may be imposed for such action. The person concerned should pay the cost of repairing or replacing the damaged library material.
- Users are fully responsible for the library materials borrowed in their names until they are returned back to the Circulation Desk.
- Borrowers shall pay the overdue fines and the replacement cost of the lost or damaged materials.
- Fail to adhere to copyright laws including photocopying, downloading, printing, or disseminating content in violation of copyright laws, is not allowed in the library.
- Books or any other materials left unattended on the tables and seats, without any sign, will be returned to the shelves if library materials or will be kept in the Lost and Found section at the Circulation Desk.
- Users shall not misuse the library furniture and fittings. They should not damage the library equipment in any way.

**Library Environment Protection**
- All users should maintain a quiet environment in the library. Conversation is not permitted in designated quiet study areas in the library. Quiet discussion is permitted in the Group Study Room.
- Using mobile phones is not allowed in the library, to keep strict silence in the reading areas. Users should silence or switch off their mobile phones prior to entering the library.
- Eating, drinking or smoking is not allowed in the library in any condition. Litter is to be placed in the dust bins provided.

**Actions and Penalties**
Gradual responses and penalties may be taken by the library staff, depending upon the violation or breach of this code, including:
- Verbal warning, to stop immediately, any misbehave or violation.
- Request the concerned person or group, to leave the library building.
- Forbid the users violating the code from entering the library for a specific period of time
- Submit a report to the Deanship of Students’ Affairs and to the student College
- Suspense all library access and borrowing privileges for a specific period (one semester).

**6.5 Computer Use Policy**
The primary purpose of providing computer network and Internet access is to support the teaching, learning, research and instructional activities in the University.
- Public access computers at the libraries are provided primarily for Library-related activities, such as searching the online catalog, electronic databases, trusted websites, and to Web educational related links.
- All UOS students, faculty, and staff should logon to the university network with their assigned IDs and passwords. Accordingly, they will get unrestricted access to the resources and the Internet.
- Visitors can logon for basic access with the librarian’s help. Basic access includes library catalog, online databases and other library resources.
- The priority for use of the public access computers is allocated to University of Sharjah students, faculty and staff.
- Students are entirely responsible for maintaining the confidentiality of their password and
accounts. Furthermore, students are responsible for all transactions that occur under their account.

- The library disclaims any responsibility for the damage done to users’ devices or loss of data or corruption, which occurred while using the library computers and network facilities.
- Students should observe the social and moral practices in UAE. They should demonstrate good behavior on the Internet, and not to use obscene language.
- It is strictly prohibited
  - To send offensive messages, and graphics
  - To send or intentions to receive pornographic images, photographs, or the like
  - To send “chain letters” and messages to mailing lists or individuals
  - To harass, insult, or attack other users.
  - The unauthorized use of others IDs and passwords.
- Food and drink is not allowed
- The public access computers space should be used quietly and appropriately.

**Equipment**
- The library prohibits modification, destruction or misuse of the library computers.
- The library prohibits Damaging any computer, computer system, or computer network.
- It is strictly prohibited to Use the public access computers for recreational purposes, which prevent other users from using the workstations and make the library less conducive to study and research. Recreational purposes may include chatting, e-mailing (if not necessary), creating messages, playing games, browsing images, playing videos or audios, etc.,
- Students are permitted to configure their laptops and use the wireless network in the library. Users are not allowed to unplug any library equipment, power cables, power extensions, Internet cables. etc., for any reason. They are not allowed to use any of the personal equipment which may cause danger to others.

**Software**
The library strictly prohibits
- Unauthorized installation of any software or downloading files on the workstations hard drives
- Unauthorized access to system files.
- Unauthorized copying of copyright-protected materials.
- Attempt to corrupt electronic communications systems and services.
- Attempt to cause corruption of data in the library’s electronic resources.
- Attempt to remove or modify information stored on the computers.

**6.6 Library Staff**
- Library staff offers assistance and instruction, for using the catalog, online databases, Internet, as well as helping in using the computer and networking facilities.
- Library staff has the right to intervene, when the public access computers are misused by chatting, playing games, messaging, commercial / financial use, …etc., to ensure the optimal access to computers for research and educational purposes.
- Network administrators may review files to ensure that users are using the system properly.
- Library staff reserves the right to monitor the public access computers and report to the Computer center when any violation or misuse occurred.
- Library staff shall take the necessary actions to regulate the use of the public access computers, when the demand on the computers increases. Actions may include imposing access time limit,
impeding the email access, forbidding reading browsed lectures and studying on the computers, or any similar activities.

6.7 Facilities
- Printing, saving, downloading and e-mailing capabilities are provided on all computers. Students should save their files on their own devices (USBs or CDs), not to the workstations’ hard drives.
- Downloading programs and files to the workstations hard drives is prohibited.
- No fees applied for the computer facilities. However, users bring their own papers to be used for printing.

Failure to abide and comply with the Computer Use Policy may impose individuals to penalties and loss of library privileges.

6.8 Copyright Policy
The University of Sharjah Copyright law is derived from the UAE Copyright Law which was first released in 1993 and 1994 respectively. Then the Copyright Law was published in the Official Gazette of UAE Federal Law No.7 of 2002 regarding Copyright and Related rights.

Although the copyright law applies for variety of works in many format, the following Copyright Policy will clarify the rule for using the most commonly information resources at the library.

Furthermore, all library materials are purchased with the understanding of multiple users. Electronic resources subscription fees are paid for multiple academic users. Any person who makes an unauthorized copy of a library material or irresponsible use of non-print / electronic resource will be considered as a copyright infringement, and may be imposed to legal consequences.

6.9 Printed materials
The UAE Copyright Law governs the photocopying of copyrighted materials. Libraries and other non-profit institutions are exempted from the law if the photocopy is to be used for research, scholarship, teaching and studying.
- Copies of printed materials, by individuals, are permitted for their own use or as a request for the instructor’s personal use. Copies are allowed for scholarly use to facilitate research and teaching activities.
- Acceptable copying parameters that comply with the Copyright Law
  - A chapter from a book, or multiple excerpts if the total copies are 10% or less of the total length of the book
  - An article from a periodical issue or newspaper
  - A short story, short essay, or short poem
  - Copied materials must be submitted with full reference citation

6.10 Interlibrary Loan
- UOS libraries have the right to reject any ILL request which may violate the copyright law.
- UOS libraries may provide photocopies or scanned documents of library materials, for teaching, studying and research activities, with adherence to copyright law.
- UOS libraries will be responsible not to request any ILL request that violate the copyright law
**6.11 Non-Print / Electronic Information Resources**

- All libraries’ non-print / electronic resources are covered by licensing agreements for non-profit use by UOS faculty, students and staff for educational and research purposes. Access to the resources should be at the UOS classes, or library workstations, or via university network, or by restricted user names and passwords.
- One copy of the resource is acceptable for archival purposes.
- Libraries as non-profit educational institutions may lend the resources, for a non-profit purposes.

**6.12 Circulation Regulations**

- Circulation privileges are extended only to University of Sharjah currently enrolled faculty, students and staff who hold a valid UOS ID cards.
- Patrons must present the valid ID cards, IN PERSON, in order to check out materials. The library materials will not be checked out to a patron using other’s ID.
- Each borrower is responsible for all library materials checked out under his/her ID number, until they are returned to the lending library.
- Lost ID cards should be reported immediately to the library for necessary action.
- All circulating materials must be checked out at the circulation desk, and should be returned, during the library hours, to the library where they were checked out.

**6.13 Loan Periods for Library Resources**

**Books**

<table>
<thead>
<tr>
<th>Category</th>
<th>Loan Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>4 books for 2 weeks</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>8 books for 4 weeks</td>
</tr>
<tr>
<td>Faculty</td>
<td>20 books for a full academic semester</td>
</tr>
<tr>
<td>Teacher Assistants</td>
<td>8 books for 6 weeks</td>
</tr>
<tr>
<td>Staff</td>
<td>4 books for 2 weeks</td>
</tr>
</tbody>
</table>

**6.14 Reserved Materials**

- Reserved Materials include textbooks, leaflets and book titles assigned by faculty for students’ use.
- Instructors may place items on Reserve, by completing the “Reserve Request” form available through the library homepage or by calling the circulation Desk, or E-Mailing the librarian.
- The libraries have the right to keep the highly demanded materials on the “Reserve Shelf” to be used inside the library only and make it available for most of the students.
- Reserved Materials are for internal use only. However, they can be borrowed for overnight and weekend with special permission from the librarian.
- Borrowing of the Reserved Materials will not be allowed during the exam periods.
- Students may borrow, using their valid IDs, two “Reserve Items” at a time, for two hours in-library use only.
- Reserved items must be returned at the circulation desk at the end of the loan period. If an item is left in another area of the library, the borrower will be responsible until the item is properly returned.
6.15 Reference Collection
- Only Faculty and Teaching Assistants may check out reference materials for a 7 day loan period.
- Reference books are subject to recall at a short notice whenever required.

6.16 Periodicals
- Bound Periodicals - Primarily, Not for circulation
- Current Periodicals - Faculty are eligible to borrow a current. Periodicals issue for 2 days.

Non-Printed Materials (Audio-Visual, floppies, CDs, DVDs, etc.)
- Faculty staffs are eligible to borrow the non-printed materials for overnight or weekends.

6.17 Renewals
- Borrowed item can be renewed, if not on heavy demand or a “Recall” / “Hold” request is placed on the item.
- Renewal is not allowed for materials on loan for a full semester or materials overdue to the point that blocked the borrowing privilege.
- One renewal can be allowed for borrowed items
- Items may be renewed in person at the circulation desk. They should be brought into the library by the current borrower. Telephone Renewal Requests may be accepted in special circumstances.
- It is the borrower responsibility to be aware of the “Due Date” and Request a Renewal. Renewal request must be received by the due date.

6.18 Hold
- A “Hold” request may be placed at the circulation Desk for a required checked out item.
- The patron will be notified when the book is returned.
- The item will be held at the Circulation Desk for one week for the requesting patron, before it is re-shelved.

6.19 Recalls
- All books are subject to recall at a short notice if needed in special circumstances.
- The Borrower may place a recall for an item at the circulation Desk. He will be notified when the item is returned. The recalled item will be put on Hold for one week only, before it is re-shelved.
- The current borrower will have 6 days to return the recalled item.

6.20 Reminders
- The library system sends, automatically, alerts to the borrowers reminding them when it is the due date to return the books they borrowed.
- It is the Borrower responsibility to keep his / her profile updated with correct contacts and e-mail.

6.21 Overdue Materials
- The Library material is due on the most recent date stamped on the “Due Date” card at the back cover of the book.
- The borrowing privileges will be blocked for students who have overdue library materials.

6.22 Library Fines and Charges

Regular Fines for overdue items
- Regular overdue fines are 1 (one) Dirham per day per item (maximum 45 Dirham). Additional
fines above the regular fines may be charged if the item is damaged or not returned.

Charges for Lost / Damaged items

Lost Items
- An item is considered lost when either the borrower informs the library that the item is lost or the item has not been returned by the end of 30 days after the due date.
- A borrower may replace lost materials with copies accepted by the library. Full information about the lost materials and the proposed replacement should be submitted to the library and receive the approval before purchase.
- The charge for replacing a lost item is processing / service fee (DHS 30).
- The charge for a lost library material, failed to be replaced by the borrower, is double the actual cost plus a processing/Service Fee of (DHS 30).

7. Physical and Technology Resources

7.1 Equipment and Software Policy

7.1.1 Introduction and purpose

University of Sharjah acknowledges an obligation to ensure appropriate usage for all Information Technology (IT) data, equipment, and processes in its domain of ownership and control. This obligation is shared, to varying degrees, by every member of the university.

The following policies constitute acceptable use of the University's computing facilities and pertain to all users and system custodians who use these facilities.

The University recognizes that principles of privacy and confidentiality hold important implications for IT services. This Policy addresses these principles within the context of and subject to the limitations imposed by the University's legal and policy obligations.

This Policy clarifies the applicability of law and of other University policies to Information Technology (IT) and also sets forth new policies uniquely applicable to University Strategic Systems. For this purpose, the following IT policy is enunciated by two documents:
1. "IT Policy" (This Document)
2. "Standards and Guidelines for Strategic Systems"

Standards (mandatory) and guidelines (suggestions) are published in this policy to assist ordinary users and system custodians to meet their responsibilities and include:
- Strategic Systems
- Internet and E-mail Usage
- Collection, Use and Disclosure of Personal Information

The purpose of these Standards and Guidelines is to assure that:
- Various categories of IT data, equipment, and processes subject to this policy are clearly specified.
- Responsibilities of the various roles in which each member of the university may function are indicated.
- Computing facilities will be used by the University community in an ethical and considerate manner in compliance with applicable law and policies, including policies established by the
University and its units.
- Computing facilities will be accessed and used appropriately and efficiently.
- Users are informed about how concepts of privacy and security apply to IT.

7.1.2 Definitions and Scope

Definitions

The following terms (including their variants) are specially defined for purposes of this policy.

Computing facilities means computer network; connections to the Internet; voice and data telecommunications. Computing facilities include voice mail, electronic mail and personal, multi-user computers.

Computer network means the University's computer network, which consists of a campus-wide backbone network, local area networks, and many servers, shared computers as well as personal desktop computers.

University Unit means any University College, academic or administrative department or center who uses the University's computing facilities

Users means any member of the University community or others (persons permitted by special order), who uses the University's computing facilities with the University's permission, and collectively includes University students, faculty, staff and administrators.

Network Account means an account on a network server assigned to one computer user to use the University's computer facilities provided by the Information Technology Center

Application Account means an account created for one user within the application with the appropriate access privileges and security.

Personal Information means Information that would make an individual’s identity easily traceable, except where such information is public by operation of University policy or applicable law (e.g., past or present employees’ names, titles, positions, fact of employment, salaries or other “directory” information pursuant to University policy; student names, local/residence addresses and telephone numbers, email addresses and other “directory” information, unless such student has requested nondisclosure consistent with University policy). Examples of personal information include, but are not limited to: home address and home telephone numbers, nationality, birth date, personnel records, relatives’ names and addresses, student and employee identification numbers, and other information that would make an individual’s identity easily traceable.

Strategic System

A strategic system is one that meets several of the following criteria:
- Is critical to the mission of the University.
- Affects large parts of the University.
- Yields university-wide benefits.
- Is large.
- Is expensive.

IT Security

Security can be defined as "the state of being free from unacceptable risk". The risk concerns the following categories of losses:
- Confidentiality of Information.
Confidentiality refers to the privacy of personal or corporate information. This includes issues of copyright.

Integrity refers to the accuracy of data. Loss of data integrity may be gross and evident, as when a computer disc fails, or subtle, as when a character in a file is altered.

The assets that must be protected include:
- Power, Water, Environmental Control, and Communications utilities.
- Computing and Communications Premises.
- Communications Equipment.
- Computer and Peripheral Equipment.
- Supplies and Data Storage Media.
- System Computer Programs and Documentation.
- Application Computer Programs and Documentation.
- Information.

Efficient and Appropriate Use ensures that University IT resources are used for the purposes for which they were intended, in a manner that does not interfere with the rights of others.

Availability is concerned with the full functionality of a system and its components. The potential causes of these losses are termed "threats". These threats may be human or non-human, natural, accidental, or deliberate.

Scope of the Policy
This policy applies to:
- All Computing facilities provided, owned, or funded in part or in whole by the University.
- All users and Custodians of University IT systems or accounts, regardless of intended use.
- All University Official Records in the possession of or generated by University employees and other users of IT services provided by the University, regardless whether the records were generated on University or non-University computers.

IT Strategic Systems
Following domains of security:
- Computer system security: Hardware, OS including data security.
- Communications security: Communications equipment, personnel, transmission paths, and adjacent areas.
- Physical security: The premises occupied by the IT personnel and equipment.
- Operational security: Environment control, power equipment, operation activities.
- Procedural security by IT, vendor, management personnel, as well as ordinary users.

7.1.3 Roles and Responsibilities.
A. University Property
Computing Facilities are extended for the sole use of University faculty, staff, students and other appropriately authorized users to accomplish tasks related to and consistent with the University's mission.

University IT systems and services are University facilities, property and resources as those terms are used in University policies and applicable law.

Any Computing facility assigned by the University to users, units, or functions of the University, is the property of the University.

B. Policy Implementation
Each member of the University will be responsible for meeting published IT standards of behavior.
Policy Implementation for each system will be the responsibility of its custodian.
The policy will be enforced with tools (Equipment/Software), where appropriate, and with sanctions, where prevention is not technically feasible.

C. Custodians
Each University Unit will be custodian of strategic systems under its management.

Each University Unit will be custodian of all computing laboratories and shared computing equipment under its management control. The unit is responsible for all the equipment and software, and is responsible to ensure that the usage falls within the limits of the acceptable use as defined in the IT policy.

Each User will be custodian of desktop systems under his control.

D. Users
All ordinary users of University Computing Facilities:
- Will operate under the "Conditions of Use of Computing Facilities" as published in this IT policy.
- Must behave under the "Code of Practice in the Use of Computing Facilities" as published in this IT policy.
- Are responsible for the proper care and use of IT resources under their direct control.

E. University Units
It is recognized that various University Units provide services that relate to IT, both directly and indirectly.

It is expected that there will be collaboration between these units and the Information Technology Center in generation of standards and implementation of the policy.

7.1.4 Policy Documentation

A. Policy Changes
The IT Policy is be a "living" document that will be altered as required to deal with changes in
technology, applications, procedures, legal and social imperatives, perceived dangers, etc.

Approval of the University IT Policy is vested with the Chancellor.

Advice and opinions on the Policy will be given by:
- Computing Committee
- Information Technology Center
- Academic Council

Formulation and maintenance of the policy is the responsibility of the Director of the Information Technology Center. Minor changes can be made by the Information Technology Center, and with the approval of the Chancellor.

B. Availability

It is intended that the "Standards and Guidelines for Users of University Computing Facilities" be publicly accessible in its entirety via the University’s World Wide Web Home Page.

C. Application of Other Policies

All policies applied generally at the University are expressly applicable to the electronic environment.

Any policy which applies to the use of University resources, including equipment and time, also applies to IT. In the event of a conflict between policies, the more restrictive use policy shall govern.

D. Violation of Policy

Users are expected to cooperate in the maintenance of the University's computing facilities and in the investigation of misuse or abuse of these facilities. Users must not deliberately attempt to violate this policy's proscriptions on users. Users should notify the Information Technology Center of possible violations of this policy and about deficiencies in the security of the University's computing facilities.

Suspected or known violations of policy should be confidentially reported to the appropriate Information Technology Center staff and supervisory level for the University unit in which the violation occurs. Violations will be processed by the appropriate University unit. Violations may result in revocation of computer access privileges up to disciplinary action.

E. Conditions of Use of Computing Facilities

It is the policy of the University that its Computing Facilities are intended for use for teaching, learning, research and administration in support of the University's mission. Although recognizing the increasing importance of these facilities to the activities of staff and students, the University reserves the right to limit, restrict, or extend access to them.

All persons using the Computing Facilities shall be responsible for the appropriate use of the facilities provided as specified by the "Codes of Practice" of this policy, and shall observe conditions and policy of usage as published by the Administrator of the system.

It is the policy of the University that its computing and associated network facilities are not to be used for commercial purposes or non-University-related activities without written authorization from the University. In any dispute as to whether work carried out on the Computing Facilities is internal work, the decision of the Chancellor or his delegate shall be final.

The users will not record or process information which knowingly infringes any patent or breach any copyright.
The University will endeavor to protect the confidentiality of information and material furnished by the user and will instruct all computing personnel to protect the confidentiality of such information and material, but the University shall be under no liability in the event of any improper disclosure.

The University will endeavor to safeguard the possibility of loss of information within the University's Computing Facilities but will not be liable to the user in the event of any such loss. The user must take all reasonable measures to further safeguard against any loss of information within the University's Computing Facilities.

The use of the Computing Facilities is permitted by the University on the condition that it will not involve the infringement of any patent or the breach of any copyright and the user agrees to indemnify and keep indemnified the University and each member and every member of its staff against all actions, claims, claims, losses, expenses or damages, and demands for infringement of patent and or breach of copyright which may be brought or made against the University or any member of its staff arising out of or in connection with the use of the computing and networking facilities.

Users of the Computing Facilities recognize that when they cease to be formally associated with the University (e.g. no longer an employee, enrolled student or visitor to the University), their information may be removed from University Computing Facilities without notice. Users must remove their information or make arrangements for its retention prior to leaving the University.

The University reserves the right to limit permanently or restrict any user's usage of the Computing Facilities; to copy, remove, or otherwise alter any information or system that may undermine the authorized use of the Computing Facilities; and to do so with or without notice to the user in order to protect the integrity of the Computing Facilities against unauthorized or improper use, and to protect authorized users from the effects of unauthorized or improper usage.

The University, through authorized individuals, reserves the right to periodically check and monitor the Computing Facilities, and reserves any other rights necessary to protect them.

The University disclaims responsibility and will not be responsible for loss or disclosure of user information or interference with user information resulting from its efforts to maintain the privacy, security and integrity of Computing Facilities and information.

The University reserves the right to take emergency action to safeguard the integrity and security of the Computing Facilities. This includes but is not limited to the termination of a program, job, or on-line session, or the temporary alteration of user account names and passwords. The taking of emergency action does not waive the rights of the University to take additional actions under this policy.

Users of the Computing Facilities do so subject to applicable laws and University policies. University of Sharjah disclaims any responsibility and/or warranties for information and materials residing on non-university computer systems or available over publicly accessible networks, except where such responsibility is formally expressed. Such materials do not necessarily reflect the attitudes, opinions, or values of University of Sharjah, its staff, or students.

The Director of the Information Technology Center may suspend any person from using the Computing Facilities temporarily, if after appropriate investigation that person is found in violations of this policy. Violations may result in revocation of computer access privileges up to disciplinary action.

External use (outside the University Campus) of the Computing Facilities shall not be undertaken without prior authorization from the Information Technology Center and shall not prevent University users from having their usual access to the facilities.
7.1.5 Code of Practice in the Use of Computing Facilities

7.1.5.1 Introduction
Standards for the use of the University's Computing Facilities derive directly from standards of common sense and common decency that apply to the use of any shared resource. The University community depends on a spirit of mutual respect and cooperation to resolve differences and resolve problems that arise from time to time. This code of practice is published in that spirit. Its purpose is to specify user responsibilities and to promote the appropriate use of IT for the protection of all members of the University community.

7.1.5.2 Appropriate and reasonable use.
Appropriate and responsible use of the University of Sharjah computing and networking facilities is defined as use that is consistent with the University-related educational, research, professional, or other University-authorized activities and with the specific objectives of the project or task for which such use was authorized. All uses inconsistent with these objectives are considered to be inappropriate use.

7.1.5.3 Responsibilities.
Users of the University Computing Facilities accept the following specific responsibilities:

Security:
- To safeguard their data, personal information, passwords and authorization codes, and confidential data;
- To take full advantage of file security mechanisms built into the computing systems;
- To choose their passwords wisely and to change them periodically;
- To follow the security policies and procedures established to control access to and use of administrative data.

Confidentiality
- To respect the privacy of other users; for example, not to intentionally seek information on, obtain copies of, or modify files, tapes, or passwords belonging to other users or the University;
- Not to represent others, unless authorized to do so explicitly by those users;
- Not to divulge sensitive personal data to which they have access concerning staff or students without explicit authorization to do so.
- Users are strictly prohibited from using University computing facilities to access to inappropriate Internet sites or materials, in accordance to the law, cultural, ethical, and religious values of the United Arab Emirates and the Government of Sharjah. The University Computing Facilities must not be used for the transmission, obtaining possession, demonstration, advertisement or requesting the transmission of objectionable material knowing it to be objectionable material as defined by the University policy and applicable law.
- To respect the legal protection provided by copyright and licensing of programs and data; for example, not to make copies of a licensed computer program to avoid paying additional license fees or to share with other users.
- To respect the intended usage of resources; for example, to use only the account name and password, funds, transactions, data, and processes assigned by service providers, unit heads, or project directors for the purposes specified, and not to access or use other account names and passwords, funds, transactions, data, or processes unless explicitly authorized to do so by the
appropriate authority. Each computer account is assigned to one computer user and is to be used exclusively for the purposes authorized by the University as outlined in this policy.

- To respect the integrity of the Computing Facilities; for example, not to intentionally develop or use programs, transactions, data, or processes that harass other users or infiltrate the system or damage or alter the software or data components of a system. Alterations to any system or network software or data component are to be made only under specific instructions from authorized academic staff, unit heads, project directors, or management staff.

- To adhere to all general University policies and procedures including, but not limited to, policies on proper use of information resources and Computing Facilities; the acquisition, use, and disposal of University-owned computer equipment; use of telecommunications equipment; legal use of software; and legal use of administrative data.

7.1.5.4 - Code of practice for specific activities

The following apply to specific activities.

7.1.5.5 Security Issues

7.1.5.5.1 Physical Security

- Lock offices. Office keys should be registered and monitored to ensure they are returned when the owner leaves the University.
- Secure Desktops in public areas. Equipment located in publicly accessible areas or rooms that cannot be locked should be fastened down by a cable lock system or enclosed in a lockable computer equipment unit or case.
- Secure hard disks. External hard disks should be secured against access, tampering, or removal.
- Locate computers away from environmental hazards.
- Store critical data backup media in fireproof vaults or in another building.

7.1.5.5.2 Access Control

- Utilize password facilities to ensure that only authorized users can access the system. Where the Desktop is located in an open space or is otherwise difficult to physically secure then consideration should be given to enhanced password protection mechanisms and procedures.
- Users must clearly and accurately identify themselves in electronic communications. Using identifiers of other individuals, anonymous or pseudonymous written communications which appear to dissociate the originators from responsibility for their actions is a serious abuse.
- To help ensure privacy and security, the following actions are prohibited:
  - Obtaining another user's account, even with owner's permission, or monitoring another user's voice or data communications.
  - Copying, renaming, modifying, examining or deleting files or information belonging to some other user or to the University.
  - Collecting or discarding any output without the owner's permission.
  - Attempting unauthorized access to remote systems from the University’s computing facilities or providing access to the University's computing facilities or the Internet to unauthorized persons outside of the University community.

Guidelines on Passwords

Password Management
- Passwords should be memorized - never written down.
- Passwords belong to individuals and must never be shared with anyone else.
- Passwords should be changed every 3 to 6 months, or immediately if compromised.
- Do not include passwords in any electronic mail message.

**Password Construction**
- Observe the following guidelines when choosing your password:
  - A password should be at least 6 characters long.
  - Never make your password a name or something familiar, like your car, your children, or partner. Favorite authors and foods are also guessable.
  - Never, under any circumstances, should your password be the same as your username or your real name.
  - Don't words that can be associated with you
  - Do not have a password consisting of a word from a dictionary. Most basic cracking programs contain over 80000 words, and plenty of variations.
  - Try to have a password with a number or mixed case letters. Simple substitutions like a '1' for an 'i', and '0' for an 'O' are easily guessed. Add a '%', or '$' to the middle of the password.
  - Choose something you can remember, that can be typed quickly and accurately and includes characters other than lowercase letters.

**Data and Software Integrity**
It is the responsibility of the individual user to back up their own mails and data safely onto diskette, or other media, on a regular schedule.
Check data and software integrity.
Fix software problems immediately.

**Data Storage on University Equipment**
Users are encouraged to back up their data frequently onto reliable storage media, such as their own floppy disks, or the user directories provided on network file servers (users are advised to use the space efficiently by copying only necessary data), which are scheduled for regular backup. This will reduce the risk of data loss in the event of disk crash, data corruption, unintended deletion of files, or other data loss. The Information Technology Center disclaims responsibility for the loss of data for situations beyond its control.

**Confidential Information**
Encrypt sensitive and confidential information where appropriate.
Monitor printers used to produce sensitive and confidential information.
Overwrite sensitive files on fixed disks, floppy disks, or cartridges.

**Viruses**
Computer viruses are self-propagating programs that infect other programs. Viruses and worms may destroy programs and data as well as using the computer's memory and processing power. Viruses, worms, and Trojan horses are of particular concern in networked and shared resource environments because the possible damage they can cause is greatly increased. Some of these cause damage by exploiting holes in system software. Fixes to infected software should be made as soon as a problem is found.
To decrease the risk of viruses and limit their spread:
- Check all software before installing it.
- Use University centralized antivirus to detect and remove viruses.
- Isolate immediately any contaminated system.
- Copyright and Compliances.

Copyright
The University of Sharjah licenses the use of its computer software from a variety of outside companies. The University does not own this software or its related documentation and, unless authorized by the software developer, does not have the right to reproduce it. It is University policy that employees, students and other users of University computing facilities shall use the software in strict compliance with the limitations imposed by the license agreement. Unauthorized copying is a violation of University Copyright policy. Anyone who uses software should understand and comply with the license requirements of the software.

Users are prohibited from copying University-owned or University licensed software or data for distribution to persons other than authorized users, and from copying site-licensed software for use at locations not covered under the terms of the license agreement. The University is not responsible for copyright violations committed by the users of its computing facilities. Do not copy or transfer any of the computer software provided by the University. Do respect copyright, proprietary rights, privacy laws. Unless the material is legally established as being in the public domain or unless there is explicit release by the copyright owner, the material cannot be used within the University computing facilities.

Copyright laws apply to all materials found on the Internet just as they do for other traditional materials. Information from other sources on the Internet will not be copied but will be referenced or otherwise linked.

Protecting University materials
University employees who develop new software and web pages that include components subject to use, copying, or redistribution restrictions have the responsibility to make any such restrictions known to the users. Copyright statement can also be added to the main web page for University websites.

Computer Networks
Networked computers may require more stringent security than stand-alone computers because they are access points to computer networks.

While Information Technology Center has responsibility for setting up and maintaining appropriate security procedures on the network, each User is responsible for operating their own computer with ethical regard for others in the shared environment.

The following considerations and procedures must be emphasized in a network environment:
- Check all files downloaded from the Internet. Avoid downloading shareware files.
- Test all software before it is installed to make sure it doesn't contain a virus/worm that could have serious consequences for other personal computers and servers on University networks.
- Choose passwords with great care to prevent unauthorized use of files on networks or other personal computers.
- Always backup your important files.
- Use (where appropriate) encrypting/decrypting and authentication services to send confidential information over a University network.
- Never store University passwords or any other confidential data or information on your laptop
or home PC or associated floppy disks or CD’s.

**Network Connectivity and relocation**

Users may not attach or detach any device from the University network, or reconfigure the network settings of any device attached to the University network. Unauthorized reallocation or exchange of computing facilities connected to the University network, including computers or other associated equipment, peripherals, and telecommunication devices is not allowed. Information Technology Center should be informed of any reallocation or exchange.

Routine maintenance or system upgrade downtime periods should be planned and users should be notified in advance.

Users are not permitted to add or modify computing facilities, illegally obtain additional resources and/or services, degrade the performance of any system, or attempt to overthrow the restriction associated with any computer system, computer account, network service or computer software protection.

**Harassment**

University Computing Facilities are not to be used to libel, slander, or harass any other person. The following constitute examples of Computer Harassment:

- Intentionally using the computer to annoy, harass, terrify, intimidate, threaten, offend or bother another person by conveying obscene language, pictures, or other materials or threats of bodily harm to the recipient or the recipient’s immediate family;
- Intentionally using the computer to contact another person repeatedly regarding a matter for which one does not have a legal right to communicate, once the recipient has provided reasonable notice that he or she desires such communication to cease;
- Intentionally using the computer to disrupt or damage the academic, research, administrative, or related pursuits of another;
- Intentionally using the computer to invade the privacy, academic or otherwise, of another or the threatened invasion of the privacy of another.

**Wasting Resources**

It is inappropriate use to deliberately perform any act which will impair the operation of any part of the Computing Facilities or deny access by legitimate users to any part of them. This includes but is not limited to wasting resources, tampering with components or reducing the operational readiness of the facilities.

The willful wasting of Computing Facilities resources is inappropriate use. Wastefulness includes but is not limited to passing chain letters, willful generation of large volumes of unnecessary printed output or disk space, willful creation of unnecessary multiple jobs or processes, or willful creation of heavy network traffic. In particular, the practice of willfully using the University's Computing Facilities for the establishment of frivolous and unnecessary chains of communication connections is an inappropriate waste of resources.

Avoid using software consuming Internet bandwidth. File transfers and downloads should be used for academic and study purposes only.
Restricted Software and Hardware

Users should not knowingly possess, give to another person, install on any of the Computing Facilities, or run, programs or other Information which could result in the violation of any University policy or the violation of any applicable license or contract. This is directed towards but not limited to software known as viruses, Trojan horses, worms, password breakers, and packet observers.

Authorization to possess and use Trojan horses, worms, viruses and password breakers for legitimate research or diagnostic purposes can be obtained from the Information Technology Center.

The unauthorized physical connection of monitoring devices to the Computing Facilities which could result in the violation of University policy or applicable licenses or contracts is inappropriate use. This includes but is not limited to the attachment of any electronic device to the Computing Facilities for the purpose of monitoring data, packets, signals or other information. Authorization to possess and use such hardware for legitimate diagnostic purposes must be obtained from the Information Technology Center.

Authorized Service Restrictions

Users are required to comply with University policies, applicable law, and normal standards of professional and personal courtesy and conduct.

Users are expected to utilize resources efficiently, and accept limitations or restrictions on computing resources, such as storage space, time limits, or amount of resources consumed, when asked to do so by the custodians of those facilities. Such restrictions are designed to ensure fair access for all users.

University units may define additional "Conditions of Appropriate Use" for local computing and network facilities to supplement this Policy with additional detail, guidelines or restrictions. Such Conditions must be consistent with and subordinate to this Policy, and are intended to deal primarily with situations of limited resource supply.

Commercial Use

University computing and network facilities are provided by the University for the support of its mission. It is inappropriate to use the Computing Facilities for:

- Commercial gain or placing a third party in a position of commercial advantage
- Any non-university related activity, including non-university related communications
- Commercial advertising or sponsorship except where such advertising or sponsorship is clearly related to or supports the mission of the University or the service being provided.

Reporting Security Problems

Users are expected to cooperate in the maintenance of the University's computing facilities and in the investigation of misuse or abuse of these facilities. Users should notify the Information Technology Center of possible violations of this policy and about deficiencies in the security of the University's computing facilities.

Users should report any information concerning instances in which the University IT Policy or any of its standards and codes of practice has been or is being violated.

In general, reports about violations should be directed initially to the administration of the college, area or unit where the violation has occurred whereupon it will be passed on to the Custodian of the system. If it is not clear where to report the problem, it may be sent to the Information Technology Center Help Desk which will redirect the incident to the appropriate person(s) for action or will handle it directly.

Information Technology Center must be notified immediately when:
- Sensitive University information is lost, disclosed to unauthorized parties, or suspected of being lost or disclosed to unauthorized parties.
- Unauthorized use of University information systems has taken place, or is suspected of taking place.
- Passwords or other system access control mechanisms are lost, stolen, or disclosed, or are suspected of being lost, stolen, or disclosed.
- There is any unusual systems behavior, such as missing files, frequent system crashes, misrouted messages.

Security problems should not be discussed widely but should instead be shared on a need-to-know basis.

Users must not attempt to probe computer security mechanisms at UOS campuses or other Internet sites. If users probe security mechanisms, alarms will be triggered and University resources will needlessly be spent tracking the activity.

Unless prior written authority has been obtained from the Information Technology Center, files containing hacking tools or other suspicious material may be taken as prima facie evidence of unauthorized hacking activity and may expose the user to disciplinary procedures.

### 7.1.6 Standards and Guidelines for Internet Usage

#### 7.1.6.1. Scope

The new resources, new services, and inter-connectivity available via the Internet all introduce new opportunities and new risks. In response to the risks, this statement describes UOS official policy regarding Internet security. It applies to all University employees, students, contractors, and temporaries who use the Internet with University computing or networking resources, as well as those who represent themselves as being connected with UOS.

#### 7.1.6.2. Illegal Activities

Do not download or copy software without appropriate authority or license.

It is an offense to knowingly inject viruses into any system or engage in any other form of hacking.

It is an offense to transmit material which is offensive, obscene, harassing, slanderous, damaging to the files or programs of others, or which violate any applicable law.

#### 7.1.6.3. Transmission of Information

**Downloading**

All software downloaded from non-University sources via the Internet must be screened with virus detection software prior to being invoked. Whenever the provider of the software is not trusted, downloaded software should be tested on a stand-alone non-production machine. If this software contains a virus, worm, or Trojan horse, then the damage will be restricted to the involved machine.

**Suspect Information**

All information taken off the Internet should be considered suspect until confirmed by separate information from another source. There is no quality control process on the Internet, and a considerable
amount of its information is outdated or inaccurate.

Contacts
Contacts made over the Internet should not be trusted with University information unless reasonable steps have been taken to ensure the legitimacy of the contacts. This applies to the release of any internal University information.

Information Security
Wiretapping and message interception is straightforward and frequently encountered on the Internet. Accordingly, University, proprietary, or private information must not be sent over the Internet unless it has first been encrypted by approved methods. Credit card numbers, log-in passwords, and other parameters, must not be sent over the Internet in readable form.

7.1.6.4. Software Security
University computer software, documentation, and all other types of internal information must not be sold or otherwise transferred to any non-university party for any purposes other than University purposes expressly authorized by Faculty Deans or Departments Heads.

Exchanges of software and/or data between University and any third party may not proceed unless a written agreement has first been signed. Such an agreement must specify the terms of the exchange, as well as the ways in which the software and/or data is to be handled and protected.

7.1.6.5. Personnel Security

Privacy
Staff using University information systems and/or the Internet should realize that their communications are not automatically protected from viewing by third parties. Unless encryption is used, workers should not send information over the Internet if they consider it to be private. Any doubts regarding the privacy of information should be resolved by contacting the system’s custodian or Information Technology Center.

Personal Usage
The University encourages staff to explore the Internet, but if this exploration is for personal purposes, it should be done on personal, not University time. Likewise, games, news groups, and other non-University activities must be performed on personal, not University time. Use of University computing resources for these personal purposes is permissible so long as the incremental cost of the usage is negligible, and so long as no University activity is pre-empted by personal use.

Public Representations
Staff may indicate their affiliation with the University in bulletin board discussions and other offerings on the Internet. This may be done by explicitly adding certain words, or it may be implied, for instance via an e-mail address. In either case, whenever staff provide an affiliation, they must also clearly indicate the opinions expressed are their own, or not necessarily those of the University.

All external representations on behalf of the University must first be cleared with the College Dean or Department Director. Additionally, to avoid libel problems, whenever any affiliation with the University
is included with an Internet message or posting, "flaming" or similar written attacks are strictly prohibited.

All staff must not publicly disclose internal University information via the Internet that may adversely affect the University’s relations or public image.

Care must be taken to properly structure comments and questions posted to mailing lists, public news groups, and related public postings on the Internet. If a user is working on a research and/or development project, or related University matters, all related postings must be cleared with College Dean or Department Director prior to being placed in a public spot on the Internet.

Access Control for External users

Unless the prior approval of the Information Technology Center has been obtained, staff may not establish modems, Internet or other external network connections. All users authorized to establish a connection with University computers via the Internet must authenticate themselves at University network domain before gaining access to University internal network.

Likewise, unless the Information Technology Center has approved in advance, users are prohibited from using new or existing Internet connections to establish new communication channels. These channels include electronic data interchange (EDI) arrangements with on-line database services.

7.1.7 Standard and Guidelines for Email Usage

7.1.7.1 University use of email for Official Correspondence
Email is a mechanism for official communication within the University of Sharjah. The University has the right to expect that such communications will be received and read in a timely fashion. Official email communications are intended only to meet the academic and administrative needs of the campus community.

7.1.7.2 Expectations about use of email

Users are expected to check their email on a frequent and consistent basis in order to stay current with University-related communications. Users have the responsibility to recognize that certain communications may be time-critical. "I didn’t check my email", error in forwarding mail, or email returned to the University with "Mailbox Full" or "User Unknown" are not acceptable excuses for missing official University communications via email. For this purpose users should:

- Check e-mail daily and remain within the limited disk quota.
- Delete unwanted messages immediately since they take up disk storage.
- Keep messages remaining in the electronic mailbox to a minimum.
- Promptly acknowledge the receipt of Internet mail.

Users should explicitly recognize their responsibility for the content, dissemination and management of the messages they send. This responsibility means ensuring that messages:

- Do not contain information that is harmful to the University or members of the University community;
- Are courteous and polite;
- Are consistent with University policies;
- Protect others’ right to privacy and confidentiality;
- Do not contain obscene, offensive or slanderous material;
- Are not used for purposes that conflict with the University’s interests;
- Contain an accurate, appropriate and informative signature;
- Do not contain large files as email attachments.
- Do not unnecessarily or frivolously overload the email system (e.g. spamming and junk mail is not allowed);
- Are not for commercial purposes unless authorized by the University.

Users should cover periods of absence by adopting an appropriate functional account, forward, or vacation message strategy.

Electronic mail containing a formal approval, authorization, delegation or handing over of responsibility must be saved or copied to paper and filed appropriately for purposes of evidence and accountability. Mail messages can be downloaded or extracted to files then to disks for future reference.

7.1.7.3 Student email

Official University email accounts are available for all enrolled students. The addresses are all of the form [M+StudentID]@sharjah.ac.ae or [W+ Student ID]@sharjah.ac.ae. The accounts for new students must be activated at the end of the registration period.

Faculty will determine how electronic forms of communication (e.g., email) will be used in their classes, and will specify their requirements in the course to ensure that all students will be able to comply with email-based course requirements. Faculty can therefore make the assumption that students’ official @sharjah.ac.ae accounts are being accessed and faculty can use email for their classes accordingly.

7.1.7.4 Confidentiality

The confidentiality of e-mail cannot be assured, and such confidentiality may be compromised by access consistent with applicable law or policy, including this Policy, by unintended redistribution, or due to current technologies inadequate to protect against unauthorized access. Users, therefore, should exercise extreme caution in using e-mail to communicate confidential or sensitive matters, and should not assume that their e-mail is private or confidential.

Users may not access, use, or disclose personal or confidential information without appropriate authorization, and must take necessary precautions to protect confidentiality of personal or confidential information encountered in the performance of their duties or otherwise.

Users should exercise extreme caution in using email to communicate confidential or sensitive matters, and should not assume that email is private and confidential. It is especially important that users are careful to send messages only to the intended recipient(s). Particular care should be taken when using the "reply" command during email correspondence.

Users should be aware of the following:
- Both the nature of e-mail and the public character of the University's business make e-mail less private than users may anticipate. For example, e-mail intended for one person sometimes may be widely distributed because of the ease with which recipients can forward it to others. Furthermore, even after a user deletes an e-mail record from a computer or e-mail account it may persist in whole or in part in system logs, in the directories of the person who received the message, or on system back-up tapes which may be retained for long periods of time. All these items may be subject to disclosure under applicable law and this Policy.
- E-mail, regardless whether created, received, or stored on University equipment, may constitute an "Official Record"; may be a "Public Record"; or may also be subject to disclosure or access under other laws or as a result of litigation.
- There is no guarantee, unless "authenticated" mail systems are in use, that e-mail received was in fact sent by the purported sender, since it is relatively easy, although a violation of this Policy, for senders to disguise their identity. Furthermore, e-mail that is forwarded may also be modified. Authentication technology is not widely and systematically in use at the University as of the date of this Policy. As with print documents, in case of doubt, receivers of e-mail messages should check with the purported sender to validate authorship or authenticity.

7.1.7.5 Misuse
Using e-mail for illegal activities in strictly prohibited. Illegal use may include, but is not limited to: obscenity; threats; harassment; theft; attempting unauthorized access to data or attempting to breach any security measures on any electronic communications system; attempting to intercept any electronic communication transmissions without proper authority; and violation of copyright
University e-mail services may not be used for commercial activities not approved by the appropriate supervisory University personnel consistent with applicable policy.
University e-mail services shall not be used for purposes that could reasonably be expected to cause, directly, or indirectly, strain on any computing facilities, or interference with others' use of e-mail or e-mail systems. Such uses include, but are not limited to, the use of e-mail services to:
Send or forward chain letters.
"Spam", that is, to exploit listservs or similar systems for the widespread distribution of unsolicited mail.
"Letter-bomb", that is, to resend the same e-mail repeatedly to one or more recipients.

7.1.7.6 Personal Use
University e-mail services may be used for incidental personal purposes provided that such use does not: a) directly or indirectly interfere with the University operation of computing facilities or e-mail services; b) interfere with the e-mail users' employment or other obligations to the University; c) violate this Policy, or any other applicable policy or law, including but not limited to use for personal gain, conflict of interest or commitment, harassment, defamation, copyright violation or illegal activities.

7.1.8 Guidelines for Collection, Use and Disclosure of Personal Information

7.1.8.1 Purpose
In the course of University business, it is necessary to record, store, process and transmit personal information. The University takes its responsibilities with respect to the use of personal information seriously and seeks to provide functional and secure systems for the appropriate handling of this information.

Users of the University’s computing facilities have the right to privacy and security of their computer programs and data.

The following guiding principles serve to guide the development and modification of all information systems and information security, privacy procedures, controls and practices.

7.1.8.2 Handling of Personal Information
a) **Access**
Student and employee information may only be shared with individuals employed by the University or its agents who have a legitimate educational, business or supervisory interest in that information.

b) **Change of Status Information**
Change of status information should be treated with the same level of confidentiality as the original information it replaces.

c) **Collection of Information**
Personal information may only be collected after appropriate notification
Personal information should be as accurate and up-to-date as is necessary for the purposes for which it was collected or for which consent was granted. Individuals should be able to review, inspect, and update information relating to themselves, consistent with applicable law.

**E-mail and Form Information:** If an individual sends an e-mail message with a question or comment or fills out a web-based form, and either form or communication contains personally identifying information, that information will only be used to directly respond to the requestor, unless otherwise stated specifically. The request for information may be redirected to another part of the University that may be in a better position to respond to the request. Any personal information provided will not be released to outside parties unless the University is legally required to do so in connection with legal proceedings, law enforcement investigations, or state law.

**System-Generated Information:**
In addition to information actively provided by individuals using University websites and other online services, the University may record information such as but not limited to the following types of information each time these access points are used:
- Internet address of the computer being used
- Web pages requested
- Network software access
- Referring web page
- Browser used
- Date, time and duration of activity
- Passwords and accounts accessed
- Volume of data storage and transfers

UOS uses this information to monitor, preserve and enhance the functioning and integrity of the system. Information is collected for analysis and statistical purposes, and is used to help diagnose problems with the server and to carry out other administrative tasks, such as assessing what information is of most interest, determining technical design specifications and identifying system performance and/or problem areas. This information is not used in any way that would reveal personal information to external constituencies except as described above.

**Alternatives to Electronic Transactions**
UOS provides online access to information and services for students, employees and members of the public. If you prefer not to provide any information to the university online, you may cancel the transaction and contact the administrative unit responsible for the service to learn about available options for conducting business in person, by mail or by telephone.
d) Disposal of Personal Information
When personal information is no longer needed and is not required to be maintained by law or as a Public Record, it should be disposed of in an approved manner.

e) Off-site Use
The requirements for handling of personal information are the same regardless of on or off campus location.

f) Preventing Inadvertent Disclosure
Display screens: The display screens for all microcomputers (PCs), workstations, and terminals used to view or process sensitive data -- including personal information -- should be positioned such that they cannot be viewed by people who should not have access (e.g. through a window, from an adjacent hallway, or waiting areas, etc.)

Printers: Printers used to produce sensitive and confidential information should be monitored.

Hardcopy: When handling documents containing personal information, steps should be taken to safeguard the information from disclosure, as appropriate under the circumstances.

g) Testing and Training
Precaution should be taken when testing or training on systems that contain personal information. Attempting to minimize the number of locations where the data resides will help prevent inadvertent disclosure. When training or testing new or modified information systems that contain personal data, steps should be taken to perform such work with data that does not contain personal information. In cases where the personal data is required, controls for access, security protection and erasure should be in place.

h) Expectation of Compliance
Employees are expected to comply with laws and policies that apply to the collection or use of personal information and they are expected to take steps necessary to protect the privacy of all faculty, staff, and students.

7.1.8.3 Disclosure to Third Parties
Under the state Law, UOS may be required to provide information in university records to a third party. Commercial users may require public record information, such as non-confidential lists of students and employees.

Personal information about University employees or students should not be disclosed to persons or entities outside the University who do not meet the criteria of ‘Handling of Personal Information’ unless permitted by law or by prior written consent.

Disclosure of Information
University policies protect the confidentiality of student educational records and employee personnel information. The University does not sell or distribute confidential information it collects online to individuals or entities not affiliated with the university, except in the very limited circumstances described below.
The following guidelines explain what information may be shared with the public or anyone who requests it. They also explain what information is protected as confidential; confidential information will not be disclosed without the consent of the student or employee, except under following limited subpoena or court order or in case of an emergency.

**Authorized Access and Disclosure**

1. The University may permit the inspection, monitoring, or disclosure of personal information when:
   - Required by or consistent with applicable law or policy regarding inspection of public records.
   - There is a reasonable suspicion that violations of law or University policy have occurred or may occur; or
   - There are time-dependent, critical operational needs of University business if the University determines that the information sought is not more readily available by other means.

2. In such instances, the University will, as a courtesy, normally try to inform users prior to any inspection, monitoring, or disclosure of e-mail records, except when such notification would be detrimental to an investigation of possible violation of law or University policy. Users are required to comply with University requests for access to and copies of e-mail records when access or disclosure is required or allowed by applicable law or policy, regardless whether such records reside on a computer housed or owned by the University. Failure to comply with such requests can lead to disciplinary or other legal action pursuant to applicable law or policy, including but not limited to appropriate University personnel policies or Codes of Conduct. The University does not automatically comply with all requests for disclosure, but attempts to evaluate such requests against the precise provisions of the applicable law concerning disclosure and privacy.

**7.1.8.4 Inspection of Stored Information**

Consistent with an applicable law or policy, such as the University’s Policy, University officials may examine university records, paper files, electronic mail, disk drive file directories and files, and other information. Examinations are typically performed to assure compliance with policies or law, to assist with the management of university information systems, to prevent abuse of resources, or to assist law enforcement.

The University reserves the right for authorized Information Technology Center staff members responsible for computer system security to monitor all computer usage, to ensure conformance with these rules and to maintain a secure, efficient and effective computing environment.

**7.1.8.5 Notification of Collection and Use of Personal Information**

When collecting personal information, general notification should be provided that defines the purpose for collecting that information and its intended use.

In cases where collecting and using personal information is not supported by applicable law or policy or otherwise justified by legitimate University purposes, it should not be collected except with notification and permission of the provider. If providing personal information is purely voluntary, this fact should be communicated to the individual providing that information.

**7.1.8.6 Web Page Issues**

With information systems utilizing the Internet and web browsers for processing activities, web page processes should adhere to and follow the same rules and policies that guide the activities for all information systems.
Individuals with responsibility for web pages where online forms and service collect and store personal information should disclose the intended use of that information and the security with which that information will be protected.

University units need to provide the information listed below to support that privacy statement.
- What services the site provides
- What personal information is collected
- How the information is used
- To whom the information will be disclosed
- The security procedures in place to protect the loss, misuse, improper disclosure or alteration of the information without compromising the integrity of the security measures
- The person’s option whether to proceed with the transaction and any alternatives available
- Whether other entities or persons are collecting information through the web site

7.1.8.7 Contractors

From time to time, individuals or companies under contract with the university may have access to information in the course of the service they provide to the university, but those entities are not permitted to use or re-disclose that information for unauthorized purposes. No other entities are authorized to collect information through University’s sites.

If a contractor/vendor is to have access to personal information as determined by the University, any Request For Proposal (RFP) and resulting contract should have specific elements defined. The following items have been developed to assist with those contracts.

The contract should describe the legitimate educational interest served by access to student data, or the legitimate institutional business function served by access to employee data. Such determinations must be consistent with the University policy.

Access to personal information should be limited to the specific pieces of information required to accomplish the contracted service. Access to the production systems should be done through the Custodian of the System. The specific items of information should be identified within the contract. The contractor/vendor cannot use the personal information for any other purpose.

A contractor/vendor must not disclose, allow access to, or permit other uses of university information beyond what has been agreed to within the contract and in accordance with the University policy.

If authentication of University employee or student identity is required, the method or means of ensuring compliance with the University systems should be specified.

7.2 Health and Safety Policy

7.2.1 Safety

General Policy

It is University of Sharjah policy to maintain building fire/life safety systems in a first class manner through the following steps. This will ensure compliance with local laws and insurance requirements and will reduce liability.
- Conformance to local codes, NFPA Standards and applicable engineering standards.
- Accurate, clear documentation of system components.
- Use of system documentation to support training of new personnel and to maintain the
knowledge level of existing staff about the systems.
- Regular, formalized and documented testing of equipment and training of personnel.
- Formal designation of a Fire Safety Director within the site management and operations staff.

**Performance Standard**

Engineering and operations staff must be able to demonstrate a working knowledge of the building’s fire/life safety system. They must also demonstrate the ability to respond to and react with the systems as they are intended to function.

**Standard:**
- Individual to understand and explain the fire/life safety system.
- Understanding of emergency power and lighting systems.
- Explain the fire suppression network using building prints or the posted system diagrams.
- Explain the detection/alarm systems using building prints or the posted system diagrams.
- Know and locate principle valves, control points and detection devices.
- Understand and explain the impact of the fire/life safety system on the operation of other building systems.
- Perform these to the satisfaction of the operations manager and building management.
- Review of compliance with this training standard shall be included in technical performance reviews by the Director of Facilities & Operations

**System Documentation**

**Purpose**
To provide accurate records of life safety systems to support training, ease of reference, consistent maintenance.

**Responsibility**
Facility Manager, Engineering Manager
All on site management teams shall maintain accurate documentation of fire/life safety equipment and systems. These will provide a reliable, accessible reference both for planning, problem resolution and emergency response. It also provides a basis for training management, engineering and security staff. The Site Operating Manual shall provide a system description, a riser diagram, a one-line diagram of primary controls.
A one-line diagram and a riser diagram shall be posted at “blueprint size” in the main mechanical room. Emergency systems shall be distinguished, preferably in red if incorporated into other system documentation.
The system documentation shall be revised as needed due to changes in tenant or building systems. All devices, equipment and systems maintenance shall be recorded in the building’s preventive maintenance program and maintained in accordance with codes and manufacturers’ standards.
System descriptions shall include the following points making clear the operation of the system:
Audible/visual alarms sounded when an alarm occurs.
Functioning of elevators
Communication ability to elevators, stairwells, floors and tenant spaces.
Functioning of stairwell door locks.
Functioning sequence of fire pumps.
Functioning sequence of primary fans, emergency fans, floor dampers, etc.
Functioning sequence of specialized equipment such as under floor systems, Halon systems, etc.

Included in system descriptions should be the following:
Often, these can be drawn from building specifications, drawings and equipment suppliers.
- Wet/dry sprinkler systems
- Other fire suppression systems (e.g.: Halon)
- Heat/smoke detection systems
- Interconnections to other sites and/or municipal agencies
- Smoke management / pressurization systems
- Elevator emergency operation
- Emergency mode operating sequences for HVAC systems.
- Other fire/life safety systems
- Local law compliance systems

**Maintenance Management**

**Purpose**
To provide for consistent maintenance of fire/life safety systems and to incorporate this work into the larger maintenance management system.

**Responsibility**
Facility Manager, Engineering Manager
All fire/life safety systems and equipment shall be incorporated in the on site maintenance management system. Maintenance and other technical records shall be maintained. On assuming management of a site, all system components shall be catalogued and established in the maintenance management system and appropriate equipment files established. Manufacturer’s manuals and maintenance specifications shall be obtained. Compliance of the systems with local laws and with performance specifications, such as pressure tests, shall be confirmed.

**Pre-Fire Plan Book**

**Purpose**
To provide an accurate ready reference for emergency response agencies; to facilitate efficient and accurate coordination between UOS and those agencies in order to further safeguard people and property; to comply with local ordinances where applicable.

**Responsibility**
Facility Manager, Engineering Manager
Wherever required by local law or whenever approved by the owner, a Pre-Fire Plan Book shall be established and maintained on site. The book shall be kept in the building office and at the main security/fire command center. Where required by law, the command center copy shall be kept in a locked, marked box accessible to the fire department. If the building does not have a main command center at the lobby, a suitable location shall be sought that will be readily accessible to the fire
department on arrival.
The Pre-Fire Plan Book differs from the site fire/life safety procedures in that its primary purpose is to assist the fire department in managing a building emergency. The fire safety procedures, on the other hand, are aimed at guiding the actions of site personnel. The Pre-Fire Plan Book shall contain the following:

- Floor plans of each floor of the building
- Fire suppression system diagrams
- Smoke management / HVAC diagrams
- Capabilities of annunciation system
- Locations of key electrical equipment
- Locations of Computer rooms
- Locations of any non-sprinkle red areas
- Locations of all stairwells and egress passages
- Locations of kitchen and other exhaust systems
- Location of hazardous / flammable materials
- Elevator systems
- Locations of operable windows and their keys
- Location of MSDS Files

System Testing

Purpose
To ensure on a regular basis that fire/life safety systems are functioning properly and are in compliance with codes and manufacturer’s standards.

Responsibility
Facility Manager, Engineering Manager
Fire/life safety systems shall be regularly tested and the results documented. Generally, components such as annunciation systems should be tested at least quarterly. Other components such as suppression systems, smoke management systems, etc. should be tested at least annually or in compliance with code.

In order to minimize liability exposure and to maintain a safe environment for building occupants, the following life safety systems shall be test operated by or with the participation of the Building Engineer and Engineering Manager as follows:

- Emergency generator Weekly for one hour
- Electric fire pump Monthly
- Diesel fire pump Weekly
- Elevator phones / call buttons Daily
- Battery pack exit/egress lights Monthly
- Annunciation system Quarterly
- Smoke evacuation system Semi-annually

Test date, time and results shall be recorded in a permanent log for future reference as required.

In order to retain the maximum value of the UOS asset and to limit potential liability, qualified vendors will be utilized to provide routine service, inspection, and certification of the following critical equipment:
<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chillers</td>
<td>Annual Stop Inspection</td>
</tr>
<tr>
<td>Fire Alarm System</td>
<td>Semi-Annual Certification*</td>
</tr>
<tr>
<td>Fire Sprinkler System &amp; Fire Pump</td>
<td>Annual Certification</td>
</tr>
<tr>
<td>Fire Extinguisher &amp; Hoses</td>
<td>Annual Certification</td>
</tr>
<tr>
<td>Elevators</td>
<td>Per Local Code Requirements</td>
</tr>
<tr>
<td>Emergency Generator</td>
<td>Quarterly Service Contracts</td>
</tr>
</tbody>
</table>

* See attached Fire Alarm System Component Testing and Maintenance Frequency for additional detail.

Where an emergency generator exists on the property, an annual simulated power failure will be conducted to test the operation of the generator, automatic transfer switches, exit and egress lighting, elevator recall, and other life safety systems.

Simulated Power Failure Test will require a written plan which covers the following steps:

Select a weekend evening when all power to the building may be disconnected. Schedule Elevator and Electrical Contractors to provide assistance with the Simulated Power Failure.

Provide written notification to all Tenants of the scheduled test and advise them to take appropriate precautions with telephone systems, computer systems, etc. which will be subject to loss of power.

Prior to beginning testing, verify that building is vacant. Make announcement over Emergency Annunciation system, if available.

Begin test by directing Electrical Contractor to simulate loss of electrical power by opening all Service Entrance disconnect switches at building main switchgear.

Verify emergency generator start and transfer of emergency transfer switches.

Record fuel consumption.

Verify proper emergency generator operation.

Direct Elevator Contractor to verify proper initiation of elevator recall and ability to select and operate each individual elevator car under Fireman’s Control.

Verify proper operation of Fire Alarm System on battery backup power.

Test elevator recall and communication systems.

Verify proper operation and adequacy of all Exit lighting.

Verify load shed operation if applicable.

Restore normal electrical power by asking Electrical Contractor to close all service entrance disconnect switches.

Verify proper re-transfer of automatic transfer switches and engine generator cooldown and shutdown.

Ask Elevator Contractor to verify the proper return of elevators to normal operation.

Verify proper operation of all normal building systems including fire alarm system.

Develop written summary of test and test results. Contract and schedule vendors to correct or rectify any problems found. Retain written summary and vendor repair records in permanent file.

7.3 Life Safety

7.3.1 General Policy

The UOS campus shall have active fire/life safety procedures in place. Unless specifically provided for by others, this shall include preparedness for fire, earthquake or other natural disasters. Notwithstanding services provided by others, there shall be a disaster recovery plan in place covering the full scope of services provided by Facilities Management.
This policy shall be accomplished through the following:
- Specification of life safety procedures to be administered by UOS and/or contracted staff.
- Coordination with local governmental agencies, including fire, police and emergency medical services.
- Regular, proactive training of UOS and contracted staff in the execution of emergency procedures.
- Documentation of routine security and safety procedures.
- Coordination of programs with ownership with respect to legal and insurance liability guidelines.
- Designating among the onsite team a Safety Director. At most sites this will be the Facility manager.
- Conducting and documenting periodic life safety audits of the site.

7.3.2 Performance Standard
Site staff must be able to demonstrate established life safety procedures, to ensure they are properly documented and to demonstrate that building personnel are properly trained in their respective roles.

7.3.3 Standard:
- Demonstrate that the program is in place and documented on a current basis.
- Demonstrate that the program is consistent with the client’s legal and insurance guidelines.
- Conduct regular training of staff and appropriate representatives of the building’s occupants.
- Maintain accurate and current logs of life safety incidents and demonstrate that these records are used properly for improving site safety and for advising the owner of appropriate issues.
- Demonstrate coordination with local agencies.
- Perform these to the satisfaction of the Director of Facilities & Operations and Facility Manager.

7.3.4 Life Safety Personnel

Purpose
To establish clearly defined responsibilities for life safety personnel on site in the event of an emergency.

Responsibility
Facility Manager
The site shall designate the following fire/life safety personnel:

Safety Director
Normally the Facility Manager, in charge of coordinating security and life safety procedures on site.

Evacuation Supervisor
Normally the lobby security guard. Operates the fire command center, makes required announcements, directs the evacuation process and implements actions called for in the site’s

Emergency Procedures Manual

Evacuation coordinators and Searchers
Designated by building occupants; residents covering more than one floor shall designate personnel on each floor. They are responsible for coordinating the evacuation of tenant spaces and for
Communicating with the fire command center as necessary.

Training & Drills

Purpose
To provide a proactive program of training and drills to ensure that procedures are understood and will be implemented accurately in an emergency.

Responsibility
Facility Manager
The managed site shall have in place an active program of training and drills covering all life safety situations and procedures. All training and drills shall be documented. Drills, especially evacuation drills, shall be coordinated with the local fire department who shall be asked to participate. UOS staff and on site vendor staff shall participate in drills no less than quarterly. Building occupants shall be included in appropriate drills at least semi-annually.

Scope of Procedures

Purpose
To establish clearly defined responsibilities for life safety personnel on site in the event of an emergency.

Responsibility
Facility Manager
Life safety procedures shall provide procedures for managing emergencies that threaten the safety of persons or property. For each situation, the procedures shall provide for the following:

- Notification requirements
- Public agency assistance
- Annunciation protocol, if appropriate
- Basis to begin evacuation
- Documentation required
- Steps to be taken to maximize safety during the incident
- Clearly defined responsibilities of building staff

Procedures shall be documented for at least the following categories of emergency:
- Fire
- Bomb Threat
- Explosion
- Suspicious persons
- Theft
- Vandalism
- Civil unrest
- Violent intruder / hostage
- Pipe break
- Vehicular accident
- Gas leak
- Chemical spill
- Power Failure
Emergency Communications

Purpose
To provide for accurate and prompt notification of UOS community and contractor personnel in an emergency.

Responsibility
Facility Manager
The managed site shall maintain accurate, up to date emergency contact lists. In addition, they shall include a chart clarifying the notification sequence under different emergency conditions. These materials shall be incorporated in the following locations with all copies updated as needed:
Site Emergency Procedures Manual
Main building security or command station
Office of the building
Branch Emergency Contact File
Property Information Book

Evacuation Procedures

Purpose
To provide standard guidelines for the process of evacuating buildings in an emergency.

Responsibility
Facility Manager
The site shall have written evacuation procedures which shall be reviewed and drilled on a regular basis. Both training and drill activity shall be documented.
Evacuation procedures shall be reviewed with and whenever possible approved by the local fire department.
Consideration shall be given to relative risks and safety benefits of evacuation under different circumstances. The process of evacuating building occupants can itself introduce safety risks. In addition, especially in the case of natural disasters, stairwells, lobbies or public streets may not be the safest places.

Special Assistance

Purpose
To ensure that those requiring special assistance in the event of an emergency are identified and accommodated in the site safety documentation and training process.

Responsibility
Facility Manager
The managed site shall maintain a list with the assistance of the building occupants of all those individuals who may require special attention or assistance in the event of an emergency. This may include persons in wheelchairs, on crutches, with sight or hearing disabilities, or special medical conditions.
The Facility Manager shall coordinate with tenants regarding providing for their staff with special needs.
The Facility Manager shall also coordinate with the local fire department regarding procedures and/or special equipment they may require.
A listing of persons requiring special assistance and the designated procedures for helping them shall be maintained as part of the Site Emergency Procedures Manual.
8. Fiscal Resources

8.1 Financial Policies and Procedures

8.1.1 Budget and Final Accounts

The University will have an independent budget to be issued after it is approved by the Board of Trustees. The budget shall comprise estimated expenditures and revenues expected to be collected during the fiscal year which starts on the 1st of September and ends on the 31st of August of the following year.

In cases when the budget is issued late (i.e. after the beginning of the new fiscal year), work will continue based on last year’s estimated costs and revenues till the new budget is issued. In this case, expenditures and revenues of that period will be added to the new budget's calculations after it has been issued. Expenses may not exceed the proportion of one twelfth of the new budget.

The estimations of the University's annual budget revenues include:

1. All tuition and other fees.
2. Raising movable and immovable funds.
3. Donations, endowments, wills, aids, entailment and any other revenues approved by the Board of Trustees.
4. Other revenues resulting from academic, scientific, and social activities of the University.
5. The support of the Government of Sharjah.

The University's draft annual budget is prepared in light of the annual requirements estimated by the different colleges, centers and departments in the administration as per the plans and programs approved by the Board of Trustees.

The Vice Chancellor, upon the Chancellor's approval, issues the instructions that he deems appropriate for determining the procedures for the preparation of the annual budget, its appendices, date of submission and other relevant data, based on the proposals of the Vice-Chancellor. Afterwards, the budget will be prepared in accordance with the budget preparation guidebook.

After studying the draft budget with the appropriate parties in the University and discussing it with the Financial Committee, the Chancellor presents it, together with the Financial Committee's recommendation to the Board of Trustees for approval.

a. Additional provisions may be allotted as an appendix to the budget, in the cases that the Board of Trustees finds necessary, on condition that the same procedures used in the preparation of the annual budget of the University and its organization be followed, except the articles related to the dates of its submission.

b. It is not permitted to use any of the provisions in the budget or its appendices for purposes other than those specified in that budget or those appendices.

Expenditures in the budget are approved according to chapters, and the approved expenditures will be distributed according to the items of each chapter.

Chapter One: Salaries, wages and supplementary benefits
These state all that is received by the University faculty and staff members of salaries, wages and cash and in-kind benefits.

Chapter Two: Operative expenses
These state all the expenses needed by the University for its regular activities. The period of utilizing such expenses shall not exceed one year.
Chapter Three: Capital expenses

These express any of the University's assets that are possessed to be used for a long-term longer than two fiscal periods.

Transfer of expenditures from one chapter to another except by a recommendation from the Financial Committee and an approval from the President, but transfer of expenditures from one account to another within the same chapter may be done by a decision of the Financial Committee of the Board of Trustees upon the proposal of the Vice-Chancellor and the recommendation of the Chancellor.

Payments and obligations related to development projects are made within the limits of the provisions allotted partially or completely to them in the budget, additional expenditures, estimated or requested, for any projects that have been contracted may be paid from the budgets of the coming years within the limits estimated or requested funds defined, subject to the approval of the Board of Trustees.

It is not allowed to increase the number of jobs after the approval of the budget and during the fiscal year, except by a decision from the President, and the account used to approve the financing of these jobs should be specified, whether from inside the same chapter or outside it. In case of increasing the number of the jobs, the budget will be modified provided that such modification does not lead to an increase in its total estimates, except with the approval of the Board of Trustees and in accordance with the procedures approved by the Budget.

8.1.2 Duties and Responsibilities

The Chancellor is responsible for the University funds and the person authorized to issue payment orders in accordance with its budget after it is approved by the Board of Trustees. The Chancellor may delegate in writing any of his authorities stipulated in these by-laws to the Vice-Chancellor and he retains the right to cancel this authorization.

a. The Finance Department of the University is the responsible party for all the University's financial affairs, according to the University's Decree, bylaws, instructions and the decisions issued therewith.

b. The Director of the Finance Department in the University is responsible to the Vice-Chancellor for the University's current accounts, its financial transactions, and records, for protecting the funds of the University and ensuring the application of the articles of these by-laws.

c. All Financial employees in the University are responsible to the Director of the Finance Department for the financial responsibilities they carry, for organizing entries and accounts and bookkeeping according to the articles of this by-laws and instructions issued therewith.

d. Each financial employee in the University is personally responsible for any financial loss accrues to the University as a result of his/her negligence or mistake, and the University will regain this loss from him/her in the way that it sees fit.

8.1.3 Expenditure

Expenditures are disbursed from amounts allotted in the budget, according to orders for payment issued by the Vice-Chancellor.

The Chancellor issues special instructions regarding payments and inspection of transactions, the way to determine its type, the presentation of the supporting payment documents, the organization of payment stocks and their preparation and registration, based on a proposal of the Finance Department.

Payment will be done as per the financial vouchers after they have been examined and approved by the signature of the Vice-Chancellor.
Actual payment of University expenditures is in cash, checks or transfer orders as per instructions issued by the Vice-Chancellor.

It is not allowed to commit any amount for recurrent expenditures or for payment, except in the limits specified in the budget.

The Chancellor appoints the persons who are authorized to sign checks, money transfers, and other banking transactions of the University. He also specifies their authorities.

Payment from the bank account shall be made according to designated bonds signed first by the Chancellor or whomsoever he authorizes, and second by the Vice-Chancellor.

Financial rights may not be claimed after five years of the due date except when the claimer has an excuse accepted by the Chancellor precluding him / her from claiming such rights.

External purchases, including subscription in journals and periodicals, are paid through letters of credit or bank remittances. Payments may be done in one payment or in several payments on account, or in advances provided that guarantees are obtained to ensure that the purchases are delivered in time and within the required specifications.

a. The Chancellor, or the Vice-Chancellor may approve the payment or settlement of certain amounts when payments or expenditure could not be supported by documents or receipts for any reason, provided that such amounts will not exceed AED /3000/ for each payment. The person who makes such a disbursement must present a written statement with his signature showing the amount of expenditure and that it was spent in the interest of the University or in activities related to it, on condition that it be approved by the Vice-Chancellor.

b. The Chancellor, or the Vice-Chancellor may approve the payment of amounts against substitute documents for lost originals for amounts of maximum of AED /3000/ for each payment provided that reasons for such loss are verified and ensuring no previous payment was made and that the beneficiary undertakes not to make any claims regarding these amounts in future.

8.1.4 Revenues

a. The Director of Finance Department will prepare forms of major and minor receipt vouchers, and financial notes.

b. Collection of University’s funds will be done through official vouchers a copy of which will be given to the payer. All collected funds shall be entered in the relevant Chapter and Account in the general budget of the current fiscal year. The Vice-Chancellor will issue instructions on how to collect, register, save, and deposit these funds, in addition to the procedures to be followed in case of the loss of any financial document.

Funds coming into the University accounts will be refunded to payer in the following cases after the Chancellor’s approval upon a recommendation from the Vice-Chancellor:

a. If By-laws, Instructions, and Decisions issued in this respect approve doing so.

b. If these funds are collected by mistake or in an unjustified way.

8.1.5 Non-Budgetary Accounts

First: Advances

Continuous advance: it is the advance of petty expenses of little and urgent amounts. These are determined every year by the Chancellor after issuing the budget.
Temporary advance: it is the advance that is disbursed for one time and for a specific event. It must be settled upon the end of such event.

The Chancellor and the Vice-Chancellor may approve the payment of advances in the following cases:

a. Travel and residence advance for University employees dispatched on official missions or entrusted to do scientific research. Advances may be also given for scientific missions, training courses, travel tickets, or any other expenses as per the by-laws, instructions, and decisions enforced in the University.

b. Advances on salary employees appointed for the first time, provided that the advance shall not exceed AED /5000/ and that it shall be paid back from the payee's salary starting by the next month following the month in which the advance is issued.

c. Subscriptions in journals and periodicals, purchasing books and teaching aids, and other technical devices abroad provided that these are paid back according to the regulations of the University.

d. Purchasing some documents of financial value such as fuel coupons, postage stamps, etc.

e. Paying continuous advances to Colleges, Deanships, Centers, and Administrative Units to be spent on official effects like purchases, services, or petty expenses.

f. It is also allowed to pay a Research Advance for any of the researchers entitled to receive subsidy in their research as per the by-laws and instruction enforced in the University. These advances shall be paid back duly.

g. It is allowed to pay an advance for approved tenders. This will be against unconditional bank guarantee of the advance amount submitted by the contractor who also submits his approval of confiscating the guarantee without any notice in the event of breaching his commitments.

Without prejudice to the provisions of Article (27) of by-laws book, the following rules shall be observed:

1. Advances shall be settled at the end of the purpose for which they are paid within two weeks in the maximum, or at the end of the year during which the advance is paid, which comes first.

2. The Vice-Chancellor shall issue a decision on regulating the procedures and conditions of paying advances in cases mentioned in Article (27) of by-laws book and how to settle them.

3. The employee to whom the advance was paid shall be responsible for its value and present documents proving that the advance was spent for the specified purposes.

Second: Securities

Amounts which were not received by their owners, and the amounts submitted by others to the University as part of their payables will be kept in the Securities accounts. These amounts will be recovered when the reasons of their seizure are not valid any more.

Securities are paid back upon a request from beneficiaries signed by the Competent Unit to indicate that works for which these securities were paid are completed. These securities shall also be signed to indicate that they were paid back.

In case Security depositor does not complete all the works for which securities were deposited, or part of them, or in case the depositor is indebted to the University with amounts he ignores, the securities, or part of them will be settled to the Revenues Account or other pertaining accounts.

Securities exceeding AED 5000 that are not claimed within five years of the date of deposit will be considered as Revenues to the University Account. This is provided that the securities owners are notified to claim them, or announcements are made.
in this respect in a prominent location in the University, or by any other means decided by the Vice-Chancellor at least three months prior to the end of this period.

8.1.6 Accounting System

First: Records

University accounting transactions will be registered according to the Double Entry System and the international Accountancy Principles of the University.

The Finance Department will keep all records necessary for recording the financial actions through documents and papers in order to state the University's financial status, particularly the following records:

1. Budget Commitment Records
2. Revenues Records
3. Received Funds Records.
4. Payments Records
5. Debit-and Credit Accounts
6. Journal Voucher Records

The Department may keep other subsidiary ledgers, statement, auditory, or statistic records. It may also prepare all statements and lists required to ensure the proper implementation of the accounting system in the University and the flow of financial and monetary works. This shall be done by instructions issued by the Vice-Chancellor upon proposal from the Director of the Finance Department.

Second: Vouchers

Payment Vouchers, Receipt Vouchers, and Journal Vouchers are the basis of entry for any accountancy action. This intends to distinguish between the budget expenditure vouchers and non-budgetary entry vouchers. Vouchers will have serial numbers and will be issued in one original and many copies according to the usage requirements.

1. Payment vouchers, and receipt and issue vouchers shall be prepared, supervised, and approved by competent officers in the University, each in his specialization. They should be accompanied by all original documents that testify their authenticity and the legitimacy of the financial and accountancy actions included in these documents. Substitute copies for lost documents will not be accepted unless approved by the Chancellor or the Vice-Chancellor after investigating the reasons for the loss and defining whose responsibility it. It should be made sure also that payment is not done before, and the beneficiary shall undertake not to claim these amounts in future.

2. Payment voucher is issued in the name of the beneficiary or his legal representative as per a letter of attorney attested by the Notary Public.

3. The authorized person or whomever he may authorize issues expenditures payment vouchers. Receipt vouchers, issue vouchers and security payment vouchers are issued by the Director of Finance Department.

4. When amounts are to be paid in cash, it should be observed that this is done on basis of net due amount, which is the gross amount less all amounts that should be deducted, whether these amounts are in the form of amounts due to the University.

5. Checkbooks are obtained by a decision from both the Chancellor and the Vice-Chancellor from the bank at which the University funds are deposited.

6. After issuing the checks or the transfer order, all papers and documents and original documents will be stamped by (PAID) stamp.
Third: Keeping Records

All financial records, forms, and documents will be kept with the competent financial employees who will be responsible for receiving them as a trust and will be responsible for keeping it and keeping the secrecy of its contents.

When the employee in charge leaves his job or moves to another job, or stops working for any reason whatsoever, he has to deliver all financial records, forms, and documents in his custody to another employee by a receipt book/record signed by both parties and approved by the Director of Finance Department and the Vice-Chancellor.

Financial records, forms, and documents used in the University will be kept in record for not less than ten years after they are no more used. After that, these records, forms, and documents may be destroyed or wasted according to instructions issued by the Chancellor upon recommendation from the Vice-Chancellor. The Chancellor may also approve delivering these records, form, and documents to the competent official authorities for to document them.

A copy of the financial records, forms, and documents are kept outside the campus in accordance with instructions issued by the Chancellor upon recommendation from the Vice-Chancellor.

8.1.7 Internal Auditing and Reports

All University financial actions will be subject to internal auditing. This control will have the following duties:

1. Controlling the movement of University assets in banks and other financial institutions on a continuous basis.
2. Controlling the movement of University assets in the stores and taking care of inventory in them.
3. Auditing payment vouchers before payment is done and entry vouchers before issuing them, as well as in issue vouchers before issue is done.
4. Signing on all financial obligations in order to secure Funds in the budget.
5. Verifying that the figures in the final accounts are correct before presenting them to the competent authorities.
6. Ensuring the availability of the allotted amount in the budget and that it is not exceeded.

The Chancellor will present the Annual Financial Report and the Final Account to the Financial Committee for discussion and after that to the Board of Trustees within two months after the end of the fiscal year for approval and endorsement.

The Board of Trustees, upon recommendation from the Financial Committee, appoint External Auditors every year to audit the University Accounts and issue the Financial Statements.

The Financial Department provides the Vice-Chancellor with a monthly report of the financial status of the University regarding revenues, expenditures, and cash flow, in order to be submitted to the Chancellor to present it to the Financial Committee.

8.1.8 General Provisions

The University Administration shall obtain insurance policies covering financial employees. The Chancellor shall determine on the insurance value upon proposal from the Vice-Chancellor after it is presented by the Director of Finance Department and approved by the Financial Committee.
The Director of Finance Department will be provided with a copy of every contract or agreement that imposes any financial obligations or commitments on the University to be observed in the implementation of the contract or agreement.

Bad debts, deficits, and losses in University cash funds may be written off according to the following authorizations and based on proposals of a committee formed by the Chancellor for this purpose:
   a. by a decision of the Chancellor and the Vice-Chancellor if the amount does not exceed AED /10.000/
   b. by a decision of the Board of Trustees upon recommendation from the Financial Committee if the amount exceeds AED /10.000/

In case of embezzlement or deficit in University's funds, or any forgery in records or entries, the financial employee responsible for these funds, records, and entries must inform the Director of Finance Department who will inform the Vice-Chancellor, who will inform the Chancellor to take proper actions.

The provisions of these by-laws shall be enforced at the date of their issuance and any text or decision that is contradictory to it shall be revoked.

8.2 Purchasing and Inventory Control Policy

8.2.1 Contracts concluded at the expense of the University

The provisions of this chapter apply to the University contracts relating purchasing and services in all their types and other related procedural matters such as the contracting method and criteria for selection of contractors.

The contractor, with respect to the contracts that are governed by these by-laws, shall be selected by one of the following methods:
   a. Limited Tender
   b. Negotiation.
   c. Direct Purchasing
   d. Competition

Licensing shall be made by the means of the contractor selection method and approval of the result of determination and cancellation by the following parties within the value set against each in the following schedule:

<table>
<thead>
<tr>
<th>Competent authority/Concerned Dept.</th>
<th>Director of the Services &amp; Purchasing Dept.</th>
<th>Vice Chancellor</th>
<th>Chancellor</th>
<th>Purchasing Committee</th>
<th>Finance Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection Method of the Contractor</td>
<td>Limited Tender</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>300.000</td>
</tr>
<tr>
<td></td>
<td>Negotiation or Competition</td>
<td>30.000</td>
<td>50.000</td>
<td>100.000</td>
<td>200.000</td>
</tr>
<tr>
<td></td>
<td>Direct Purchasing</td>
<td>20.000</td>
<td>50.000</td>
<td>100.000</td>
<td>150.000</td>
</tr>
</tbody>
</table>
Provision of services, materials and items by direct purchasing may not be made in excess of (20%) of the appropriation specified in the item, with the exception of direct purchasing cases set forth in Article (24) of by-laws book, provided that the contract will be signed by the Chancellor or his designee.

1. The Services and Purchasing Committee shall be annually set up upon a decision of the Chancellor comprising the following members:
   - Vice Chancellor for Financial and Administrative Affairs Chairman
   - Director of Purchasing Department, Member
   - Director of Finance, Member
   - Director of Physical Plant, Member
   - A Professor from the College of Law, Member
   - Two whom the Chancellor deem eligible, to sit on the committee

2. The Services and Purchasing Department and the Finance Department shall be permanently represented in all tender committees, negotiations and competition judging committees.

3. A representative of more shall serve on the above committee on behalf of the requisitioning department(s) for the items that are the subject matter of the tender, negotiation or competition at the University, and at least one technical member, as the case may be, upon the recommendation of the Vice Chancellor.

4. The Committee shall convene pursuant to an invitation from its chairman whenever the need arises. Any meeting shall be considered legal if attended by its chairman or his designee in case of the Chairman’s absence, and half of its members, provided that the technical and the legal members are present. Resolutions of the Committee shall be reached unanimously or by a majority of votes of members attending the meeting. In the case of equal votes, the side supported by the Chairman of the meeting shall prevail.

5. The Committee’s terms of reference are as follows:
   a. Opening the tender envelopes at set dates.
   b. Transferring the quotations into the designated lists after being opened by the concerned committee.
   c. Looking into the disputed resulting from the implementation and supply of materials whose values are not in excess of one hundred thousand Dirhams.
   d. Following up the implementation of the University budget.

The Services and Purchasing Department shall be responsible for taking necessary procedures to conclude services contracts in accordance with the general provisions and within the limits specified in the by-laws. Permission to purchase items may not be given if sufficient funds are not available in the budget or if the project is not included in the budget, or if it’s overall cost is not mentioned particularly with regard to works and maintenance contracts.

A contractor who enters into contracts with the University must meet the following requirements:

1. Must be a UAE national: individual or corporate.
2. Must be registered in one of the chambers of commerce and industry and holding a license from one of the governmental departments in the country.
3. Must not be an employee at the University or a member of the Tenders or Negotiations Committees or the Competition Judging Committee or have, either directly or indirectly, any connection with contracting with the University.
4. Must not be banned from dealing with the University unless the ban is lifted by the competent authority.
5. Must fulfill the financial, technical and professional requirements provided for in the special
conditions, if the University insisted upon such conditions.

In the application of the provisions of Article (7), the contractor shall be exempted from the two conditions provided in Items (1, 2), for contracts which are signed abroad or by correspondence, or in which the contractor is selected by direct purchase, in an amount that does not exceed (AED 10.000) ten thousand Dirhams.

1. The Services and Purchasing Department shall maintain a record of the suppliers and contractors who submit registration applications with the University, and who fulfill the required conditions. Announcement of registration in the register shall be made annually by means of public advertisement, and must be made for every group of goods and major and secondary items respectively.

2. The register must include all main data about the suppliers or contractors, particularly the basis on which they will be selected. The person in charge of the register must review the names of those registered in the registry on a regular basis for the purpose of evaluating their dealings with the University.

The supplier or contractor in tenders or negotiations must attach or present the following data:

1. Name, address, P.O. Box number, telegraph number, and telephone numbers.
2. Name of person(s) in charge of contracting and sample of their signatures.
3. Names of agencies assigned to him.
4. The legal entity, commercial registers number, and branch if available, and registration at the local chamber of commerce and industry.
5. Previous experiences in implementation at other institutions, and the volume and types of works completed.
6. Types of goods dealt with, or the contracts and works practiced.
7. Name of the bank dealt with.
8. Evidence that no less than (51%) of the establishment’s capital is owned or shared by a UAE national, in accordance with the operating laws in this regard.
9. The capital of the company or establishment and its last budget approved by an auditor.
10. Any other additional data required by the University.
11. Copy of the commercial license to practice business from one of the government departments in the country, and a copy of valid membership card in the chamber of commerce in the country.
12. A list of the names of representatives of the company or establishment.

**Limited Tender**

A limited tender is the tender in which some contractors and suppliers are invited for their competence or their specialization. The rules and procedures applicable to the general tender shall apply to the limited tender except for the public advertisement.

Invitation will be sent to the suppliers and contractors who are approved to deal with in the required items or contracting works from the register of suppliers and contractors. However, it is allowed for those who are not registered in the register to participate in the tender provided they are registered in one of the local chambers of commerce and industry in the country as well as in the commercial register.

Every supplier and contractor who is invited to participate in a limited tender and does not submit a bid in response to it, and does not apologize for non-submittal for three consecutive times, shall be banned from dealing with him for one year.

Limited Tender documents must be prepared by the Services and Purchasing Department, subject to the
following regulations:
- The Services and Purchasing Department shall, in coordination with the concerned departments at the University, prepare in detail the complete technical specifications of the items required for supply or the services to be carried out or implemented.
- The University may, in some aspects of the contract, require the bidders participating in the bid, to submit brochures, or illustrations or samples of the materials to be purchased.
- Selection criteria for tender offers shall be based on the lowest price subject to conformity with conditions and specifications.
- The Purchasing Committee may, upon official recommendation of the Technical Committee, accept a higher price offer provided its decision is justified and approved by the Chancellor.

In case members of the concerned Technical Committee have not reached an agreement on comparing the offers which are compatible in their conditions and specifications, this shall be placed in the record and the vote of the majority shall be taken. In the case of equal votes, the side supported by the Chairman shall prevail.

The Services and Purchasing Department shall follow up with the contractor the procedures of the implementation of the contract up to supply or completion.

**Negotiation**

Negotiation is a special method for selection of the contracting party that is used in limited cases within these by-laws. Procedures for tender shall apply to negotiation in all matters not provided for in these by-laws.

Purchasing by means of negotiation shall be made within the financial jurisdictions of the Purchasing Committee who shall be formed by a decision of the Chancellor, in accordance with the regulations and limitations set forth in these by-laws.

Purchasing by means of negotiation shall be made within the above mentioned jurisdictions listed in the Article (4) on jurisdictions.

Purchasing of items or execution of services or works by means of negotiation shall be carried out in the following cases:

1. Items and works contracts that cannot wait until tender procedures are completed or whose value does not match the costs of conducting a tender.
2. Items and works contracts which have previously been submitted for bidding but no bids were offered against them or those whose bids were unacceptable or were given one bid only and thus there was no need to re-submit them in another tender.
3. Negotiation may be conducted among more than one supplier who submitted bids in the tenders that included equal prices or conditions or high prices and there was no need to re-submit them in the tender again.
4. Items whose industry or hoarding is monopolized or which are available for a certain exclusive dealer or agent.
5. Items which are hard to define in accurate specifications.
6. The technical works required for completion by technicians or certain professionals.
7. Supply of items or completion of works or maintenance works or provision of service in place of a supplier or a contractor due to his negligence, delay of implementation or upon the termination of the contract.
8. If the aim is to conduct research or experiments that require a certain method of implementation far different from the tender method.
The Purchasing Committee shall obtain the offers of a number of contractors, and shall submit the negotiation offers during the period specified in the application, signed and stamped by the applicant and accompanied by all required documents and papers.

The Purchasing Committee shall convene on the date set for it. After opening the tender documents, the Committee shall examine all papers attached with each offer and check for the bidders who meet the requirements, and eliminate those who did not meet the above requirements. Furthermore, the committee will read out the name of each applicant and his total value.

In administering the procedures of the negotiation, the Committee shall observe paragraphs (4, 5, 6, and 7) of Article (20) of by-laws book, and determine the applicant with the best price and quality as a result of negotiating with the applicants.

The Committee shall submit its recommendations to the concerned department for approval of the result of the negotiation as per standard procedures in these by-laws.

Article (11, 7) from by-laws book concerning the rules of the limited tender shall apply to the negotiation in so far as they are compatible with the nature of negotiation and its provisions as provided for in these by-laws.

Procedures for contracting in general tenders shall apply in contracting by negotiation if the value of a contract is more than fifty thousand Dirhams. But if the value is less than that, or if delivery of items or completion of works will be made during a period no later than ten days, a written statement by the contractor undertaking to implement the subject matter of the negotiation in a time not beyond that period shall suffice. The contractor shall be exempted from payment of the insurance if the items to be purchased are available in his possession or in his store or if it was possible to inspect them and make final delivery immediately after concluding the agreement.

**Direct Purchasing**

Direct purchasing is made by means of issuing a purchase order to the supplier who is dealing with the required materials, in accordance with the following procedures:

1. Items and services issued or governed by compulsory prices or international stock markets or specific tariffs.
2. Items, jobs, and services which are produced or supplied or conducted only by one party which makes it difficult to conduct a tender or a negotiation.
3. Items, works, and services that are urgently required, provided that direct purchasing of such shall be limited to the least quantity needed for operational requirements at the University until procedures of selecting a contractor by other methods are completed.
4. Items, works or services that must be conducted in a confidential manner in line with public interest requirements.
5. Items, services or works which are offered to the University by the public departments/services of the government or the emirate and its public institutions or corporations which the government or the emirate has at least (51%) of its share capital, by virtue of a contract signed by the University with these parties directly.
6. Items, works or services of any type and whose value does not exceed ten thousand Dirhams.
7. Services and works that require highly specialized competencies and qualifications pursuant to a general invitation that contains statement on the conditions of such qualifications and competencies, addressed to the competent authorities, where selection is made by a technical committee formed by the Chancellor upon recommendation of the Assistant to Chancellor.
8. Books, periodicals, literature, tapes, manuscripts, and scientific slides necessary for laboratories.
9. Hotel reservations, purchasing spare parts, and car rental.

A contractor shall be selected through direct purchasing by any of the following means:
1. Through the Purchasing Committee, whose recommendations will be approved within the jurisdictions prescribed in Article (4) of by-laws book.
2. Through a representative directly appointed by the Director of Services and Purchasing Department for purchasing, who shall submit a receipt of the value of purchases, in the cases in which the value of the materials, or works or services does not exceed two thousand Dirhams or if they have fixed prices.

Competition is a special method under which a contractor is selected to prepare studies, designs or technical drawings for a certain project, as provided for in the relevant provisions.
1. The competition shall be conducted on the basis of a previously made program that defines in detail the goals, specifications and scope of the project, as well as the awards and prizes that will be granted for successful contestants and the compensations that may be given to unsuccessful contestants, and the future of the ownership of the successful and unsuccessful reports, studies, designs, and drawings.
2. Persons will be invited to participate in the competition in the same manner in which bidders are invited for a public tender or limited tender, provided they are highly-skilled and have specialized world-class experiences in preparing reports, drawings, designs and plans required for the project.
3. Applications for participation in the competition as well as the attached reports, drawings, designs, and plans shall be submitted for consideration by the judging committee which will be composed as per Article (5) of by-laws book, and which will examine and decide upon the successful application, subject to the approval of the concerned department. The committee may, for that matters, call upon the participants and discuss with them their designs, drawings, and plans, and it may also make whatever modifications it may deem appropriate.
4. The judging committee shall record its procedures in a report stating each and every presentation submitted and identifying the basis which the committee has adopted in the selection of the successful presentation, and the notes or the reservations it may deem necessary.
5. The Committee is entitled to decide non-eligibility of any of the participants in the competition for the prizes or the award or the compensations wholly or partly, if the Committee considers these reports, plans, designs and drawings do not comply with the conditions of the competition or if they are below the required technical standard.
6. The same procedures for contracting with a successful applicant in a general tender shall apply to a successful contestant in a competition.

8.2.2 General Provisions

A. Procedures for the Implementation of the Contract

The fixed term for the implementation of the contract will start following the day of signature of the contract or from the date of handing the location to the contractor as the case may be, unless otherwise provided in the contract.

If the contractor or his representative did not appear to hand over the contract in the specified date, this shall be recorded in a report and he shall be duly sent a copy thereof. The date of receiving the notification shall be the approved date for the implementation of the contract.

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In case of the bankruptcy or insolvency of the contractor, the University is entitled to rescind the contract, confiscate the final insurance and implement the contract at the expense of the contractor while reserving its right for compensation.

In case the contractor commits fraud, swindling or receives bribe, the University is entitled to rescind the contract, confiscate the final insurance and implement the contract at the expense of the contractor while reserving its right for compensation.

In case of the death of the contractor, the University is entitled to rescind the contract, return the insurance to the heirs, or retain the contract and allow the heirs to continue implementation thereof.

The University is entitled to modify the quantities of any items or services specified in the contract either by increase or decrease in the same contracted categories of prices, without obtaining any authorization, within the limit of (20%) of the value of the financial counterpart of the contract.

In exceptional cases, it is allowed to exceed the limit specified in Item (1) provided that provision is made in the budget that permits so, and subject to the approval of the contractor for not increasing the prices specified in the contract, if these prices are still appropriate and do not exceed the market prices. Furthermore, the modification mentioned in the above Item may include addition of items, or services, or works or maintenance not specified in the contract, but relevant to its implementation, upon which consultation with the original contractor may be made directly.

Calculating the limit mentioned above in Item (1) shall be made on the basis of the increase processes separated from the decrease processes whether each of these two types of processes occurred at or within a short distance in space or time.

All modification processes shall be presented to the Purchasing Committee, as the case may be, in order to take the necessary decision in that regard subject to the approval of the party which approved the original tender. A contract supplement shall be prepared and signed by the two contracting parties.

The Contractor shall implement the contract in accordance with the terms and conditions specified therein; otherwise he shall be subject to the penalties set forth in the contract and these by-laws.

If the Contractor submits documentary evidence that the delay in the implementation of the contract was due to force majeure or by cause from the management within fifteen days of the occurrence date of the force majeure or the cause, this matter shall be brought to the attention of the Purchasing Committee for consideration. However, this period may be waived if the Committee deems it valid and its decisions shall be approved by the Chancellor.

The Contractor may not assign this contract without the written consent of the University. In case the Contractor assigns the contract, he shall be jointly responsible with the assignee for the implementation of the contract.

The Contract may include provisions that allow payment of amounts in excess of the balance within the limits and conditions governed by the contract. Payment must be made in return of a bank guarantee in the same value and currency.

In case of the contractor delay in the implementation of the contract during the stated period, he shall be subject to provisions of Article (35) of by-laws book.

Without prejudice to the special regulations set forth in these by-laws, the Chancellor shall be responsible for setting up the necessary committees and regulate their procedures in order to ensure the results of the implementation of the University contracts, if receiving is a requirement for the implementation of the contract.
B. Special Procedures for the Implementation of the Supply Contracts

In case of supplier’s delay in the delivery of the required quantities or part thereof on the time specified in the contract – including rejected materials or materials which have not been supplied – the University is entitled to take the following actions:

1. Give the supplier extra time for delivery if it deems this will best serve the interests of the University, provided that its prior consent is obtained. The extra time must not exceed fifteen days in the interest of the University as approved by the Purchasing Committee subject to the approval of the Chancellor. In case of supplier’s delay in the delivery of all or some of the required materials, a fine of (1%) shall be imposed on the supplier for the materials delayed for the first week or beyond. Afterwards, the fine will be raised to (2%) for every week or part thereof to a maximum of (10%) of the value of the items or materials which the supplier failed to deliver after the expiration of the extra period of time.

2. Purchase from other supplier the items or materials which the supplier failed to supply and charge back the differences in the price increase and management expenses at (10%) of the value of the purchased materials on his account. The foregoing does not preclude the University from imposing delay charges pursuant to paragraph (1) of this Article.

3. Terminate the contract, confiscate the final insurance, and claim the required compensation. The foregoing does not preclude the University from imposing delay charges pursuant to paragraph (1) of this Article.

Upon delivery of the items on the specified time, they shall be temporarily received at the site designated by the University and in accordance with the terms of the contract. A temporary delivery receipt signed by the Storekeeper (if delivery is done through the Central Stores) or by his designee will be issued, if the delivery is made in the work location, to be approved by the responsible person of the receiving party, until the inspection and final acceptance of the items is made.

Upon temporary receiving of the items, the employee must ensure that the items belong to the University, that they match the contents specified in the supply contract and the same approved samples or (catalogs), and that they match the supplier bill in terms of count= c or weight or size, or delivery authorization, accompanied with a stipulation that this delivery is only temporary and the items are under inspection and testing until all inspection and delivery procedures are finally completed.

A committee or more for inspection and receiving shall be established during seven days from the delivery date pursuant to a decision of the Chancellor upon recommendation of the Assistant to Chancellor. The Finance Department as well as the Stores Department shall be represented in these committees in addition to the requisitioning department, if the nature of the items requires so and if their values is in excess of (50000) Dirhams.

1. The Inspection and Receiving Committee shall convene within a maximum of seven days from the date of temporary receiving of the items or from the date of completion of inspection after being notified by the Stores with the date of delivery of the items. The Director of the Department must inform the suppliers of the date of the committee meeting so as to attend it or send their representatives if the nature of items requires so. This Committee shall be charged with the following:
   a. Inspection and receiving of delivered items in accordance with the conditions and specifications specified in the contracts and relevant documents and in the light of the approved samples and catalogs. The Committee shall be responsible for its decisions once it signed the inspection and receiving report.
   b. Seeking the assistance of any technical party to ensure that delivered items are consistent
with the terms and condition of the contract. The report of the technical party or requisitioning department shall, as the case may be, be considered part of the receiving documents.

c. Inspection of the items delivered from abroad during the period specified in the insurance contract and in the presence of a representative of the insurance company. Items should also be checked against the commercial invoice after ensuring the safety of the seals, brands, and boxes in which items are stored. The Committee must record any increase, shortage, damage, breakage or any violation of the specifications, in order to establish accountability of the insurance company or the supplier, as the case may be, in accordance with the agreed terms and conditions.

d. Removal of rejected items so as to return them back to the supplier on his own account as per general provisions of the guarantee.

e. Preparing a report on inspection and receiving including particularly all procedures taken and the results of checking and inspection of the items. The Committee’s decision for whole or partly acceptance or rejection must be justified, provided that the report is signed by the Committee chairman and members. Reports shall be sent to the Services and Purchasing Department after approval.

2. Upon receiving items from outside the country prior to receiving of the commercial voucher, and the Inspection and Receiving Committee deemed it necessary to receive these items for justified reasons, all receiving procedures stipulated in these by-laws shall be taken, and the supplier will be required to send the commercial voucher immediately. However, the initial voucher may be approved as a document until the commercial voucher is presented. If any discrepancy exists between the items and the initial voucher, final delivery shall be postponed until the final commercial voucher is received.

The receiving report shall be submitted to the Purchasing Committee to decide upon it, in the following cases:

1. If disagreement in that regard occurs among the committee members and the technical member or members (provided that each party prepares a report clarifying its point of view).
2. If disagreement occurs between the supplier and the inspection and receiving committee.
3. If the Committee accepted some replacement items that have specifications corresponding to a great extent to the specifications and conditions set out in the contract and attached documents, and decided they meet the requirements, and their acceptance does not cause any harm to the interests of the University, provided they are accepted, in this case, either in the same price or less, at the discretion of the Purchasing Committee.

The storekeeper shall maintain the rejected items separately until they are delivered to the supplier. Furthermore, the Services and Purchasing Department shall notify the supplier of the reasons for rejection by registered mail return receipt requested, in order to withdraw these items and supply replacements thereof during the period specified in the letter. In case the supplier fails or delays receiving the rejected items on the specified date, storage charges of (1%) shall be imposed on him weekly from the value of rejected items up to the maximum of (10%) of that value, effective from the date of the period specified by the Services and Purchasing Department, up to a maximum of four weeks. Upon the expiration of that period, the University shall be entitled to sell the items in a public auction and reimburse all expenses and fines provided that any extra amounts (if any) shall be returned to the supplier.

The University shall not be held responsible for any damage or impairment that might occur to the
rejected items until the day they are withdrawn by the supplier or being handled by the Department. In case the supplier requests for a technical re-analysis or testing of the rejected items for failing to meet the standard specifications in the country for the approved sample or both together- and the University approved so – the expenses of the second analysis and testing shall be at the expense of the supplier unless the result was in his favor.

The technical party which is charged with the technical analysis or testing of the items must clarify in the analysis or test reports the results of its work in comparison with what is provide in the conditions and specifications on which the contract was based. Acceptance or rejection of the items will be based on these results.

8.2.3 University Income-Generating Contracts

These contracts include the sale of University items or returned materials, or their rental or items being determined for sale or rental by any of the following methods:
- Direct Agreement
- Negotiation
- Auctioning

Direct agreement is adopted in the following cases:

1. If the sale will be made to one of the public departments in the country.
2. If the value of sales in each time does not exceed five thousand Dirhams.
3. Rental may be conducted no matter the value of rental by direct agreement through a special committee set up for that purpose by decision of the Chancellor (members of the committee should hold positions that is consistent with the importance and the value of the items and materials to be rented) including the procedures that should be followed by the committee. In all cases the Chancellor shall decide upon the sale or rental and approval of the results. Sale and rental by the direct agreement shall be made through the above mentioned committee in paragraph (3). The committee is entitled to obtain written offers from the parties wishing to purchase.

Negotiation is used in the following two cases (specified in detail in Article 48 from by-laws book):

1. In case the auction failed.
2. If the value of sales does not exceed (AED 100,000) one hundred thousand Dirhams. Procedures set forth in Article (48) shall apply in the implementation of this method.

The following rules apply to items offered for sale by negotiation:

1. The University Services and Purchasing Department shall determine the estimated values of the materials or items offered for sale. The Department must take into account the cost value, market prices and the use period (and consumables that have been provided), and must observe strict confidence with regard to the price or the estimated basic rental value.
2. The University Services and Purchasing Department shall inform other government department of the University wish for sale, and attach a list of the assets including their details in terms of type, quantity, number, and any other particular information or necessary clarifications. The Department should inquire from these departments about their wish to purchase during a specified period in the sent letter.
3. In case no department wishes to utilize the materials or items offered for sale (whether in writing or not responding during the specified period), the Service and Purchasing Department shall request quotations from other departments wishing to purchase, either by a public invitation
during the period specified for that purpose or by direct contact with these department, if deemed necessary, at the discretion of the executive director upon a justified submission from the Director of the Services and Purchasing Department.

4. The Services and Purchasing Department shall examine the submitted quotations and choose the best price depending on the estimated value of the items and materials that are to be offered for sale, and shall prepare a report containing all procedures taken by it especially the quotations and the prices and its decision in that regard. The report must be approved by the Chancellor and shall be considered the basis on which the contract which will be concluded with the purchaser.

Auction

Sale by auction is conducted when the estimated value of the items or materials exceeds (AED 50000) fifty thousand Dirhams or when the Committee deems it necessary to use this method irrespective of the value of the materials, provided the auction is conducted in accordance with the following:

1. Auction by sealed envelopes: The best quotation which includes the highest price is selected by the Auctions Committee which will be set up by a decision from the Chancellor upon a recommendation of the Assistant to the Chancellor. If this method failed, sale will be implemented through:

2. Public auction: Which is conducted under the supervision of the above mentioned committee, in a public session in the presence of all parties wishing to participate and who fulfill the requirements for participation in the auction, and where the committee will set an initial price to open the auction process.

The following rules and procedures shall apply upon conducting an auction:

1. The Services and Purchasing Department will determine the estimated value for the items that are to be offered for sale as well as the insurance value that must be paid upon participating in the auction before it is conducted provided this value is approved by the Assistant to Chancellor.

2. The announcement of the auction shall be made as per standard procedures for tenders, and in all cases, the auction shall be cancelled if the University did not receive a price equivalent to the estimated value of the materials or above.

3. In case of canceling or conducting the auction for one time, the negotiation method shall be adopted.

The sold items shall be delivered to the party who was awarded the auction after payment of the value. If the purchaser does not pay the price within a month form the award date and without acceptable reason, the University is entitled to confiscate the final insurance paid by the purchaser and resell the items. In case of payment, the purchaser must withdraw all purchased items from the University stores within one month from the date of the award date. In case the delay extends beyond the above mentioned period, the purchaser shall be charged the storage and maintenance fees or any other expenses or charges in the percentage of (1%) daily from the price of the items awarded to him, up to a maximum of (10%) of the value of these items, which he must pay in cash before handing the items to him.

The procedures for selling of items and materials pertaining to the University provided for in the above articles shall apply to rental of spaces offered by the University for that matter, provided that prior to the auction which will be held for rental, the Auction Committee must determine a minimum limit for the rental of such spaces.
Initial Insurance

The bid must be accompanied by an initial insurance within the percentage of 2% to 5% of the bid value, provided that the insurance is defined in a lump-sum amount with regard to tenders for which financial counterpart cannot be determined. Any bid which is not accompanied with such insurance shall be rejected. The initial insurance shall be in the form of a letter of guarantee issued by one of the banks operating in the country and must be valid for a period beginning form the date of submitting the bid and extends to the end of the duration of validity of the bid for at least sixty days. If the University extends the length of validity for the extra period in accordance with provisions of the previous paragraph, the bidder must, after due notification, extend the duration of the letter of the guarantee for as long as the extra period, otherwise the University will confiscate the initial insurance.

The initial insurance shall be reimbursed to bidders whose bids have been rejected without the bidders having to request so once the validity of the bid has expired or prior to that, if the initial insurance has been secured from the bidder whose bid has been accepted.

If one of the participants in the tender decided to withdraw his bid before the specified deadline for opening the envelopes – which must be done by a letter submitted to the Chancellor- the initial insurance submitted by him will be confiscated to the benefit of the University, and it shall be considered as part of its revenues without the need to issue a warning or take any legal action.

Final Insurance

1. The final insurance shall be determined in the amount of (10%) of the bid value, without calculating the interests of this insurance and it shall take the same form of the initial insurance.
2. The final insurance shall be determined by a lump-sum amount for contracts for which financial counterpart cannot be determined.
3. The winning bidder need not submit a final insurance if the supply duration as specified in the contract does not exceed ten days from the date of its signature provided that the validity period of the initial insurance is extended in order to ensure coverage of the implementation of the contract if its duration was not sufficient.
4. The final insurance may be gradually reduced according to the percentage of the contract implementation provided it is not less than the required guarantee for the value of implementing the remaining part, the subject matter of the contract, with respect to the supply contracts which are continued or implemented upon request or to services contracts expect for those pertaining to consultations.
5. The validity period of the guarantee letters submitted as final insurances will be extended to (90) days after the expiration of the term of the contract in respect of supply and services contracts, and after the final delivery in respect of works contracts and provision of engineering services. The Committee may extend that period as the case may be. If the successful party failed to pay the final insurance within fifteen days of the his notification of the acceptance of his bid, the University may confiscate the initial insurance and implement the subject matter of the tender wholly or partly at his expense without taking any legal action and without prejudice to its right to claim any other compensations and deduct them from his entitlements held by any other party or claim them by law. The University may also remove his name form the suppliers and contractors register for a period as determined by the Chancellor upon recommendation of the Purchasing Committee.

Without prejudice to the provisions of Article (52) of by-laws book, the final insurance shall be fully retained by the University until the implementation of the contract or the final delivery of materials or
works in respect of supply and works contracts, after fulfilling all conditions and requirements, at which
time it shall be reimbursed or part of it for the party concerned, and the contractor or his creditors may
not seize the insurance amount prior to that.

If the value of insurance decreases as a result of any deduction of any amounts thereof, or works and
supplies and services increase more than what is specified in the contract, the contractor must complete
the final insurance to the determined amount within fifteen days of the claim date. If the contractor
delays completion of the insurance amount, the University shall be entitled to deduct the required
amount from his entitlements under this contract or any other contract in its possession, without
prejudice to the provisions of Article (52) of by-laws book.

8.2.4 Final Provisions

Regulations and procedures relating to the general tender provided for in the Emirate of Sharjah
Executive Council Resolution No. (4) for the Year 2002 concerning the By-laws for Purchasing, Tenders,
and Auctions for the Government of Sharjah Departments and Institutions shall apply in case there is
necessity for adopting the general tender for supply of materials or execution of works or provision of
services for the University.

The Chancellor shall, upon submission of the Assistant to Chancellor, issue the decisions and necessary
regulations for the implementation of the provisions of these by-laws.

In the event a disagreement or dispute shall arise between the two parties, and if said disagreement or
dispute cannot be settled amicably, the matter will be referred to arbitration through a panel of three
arbitrators. Each party will select one arbitrator, and the two arbitrators will select the third arbitrator.
The arbitration decision shall be binding upon both parties.

8.3 Risk Management Policy

8.3.1 General
- UoS aims to achieve better practice in the management of risks that threaten to adversely impact
  on university and educational process, its functions, objectives, operations, assets, staff,
  consumers or members of the public.
- UoS is ensuring its workers; consumers and other people are not harmed by its activities.
- Risk management at UoS involves four main steps:
  - Identify hazards: Risk identification is the process of finding and describing which risks may
    affect the education process or any part of the university.
  - Assess risks: determine the likelihood of a hazard causing harm.
  - Control risks: implement the most effective control measure that is reasonably practicable
    in the circumstances.
  - Review and measure: control measures to ensure they are working as planned.
- All UoS risk polices are framing and writing to be as a local codes, National Fire Protection
  Association (NFPA) Standards and applicable engineering standards.
- Use of system documentation to support training of new personnel and to maintain the
  knowledge level of existing staff about the systems.
- Regular, formalized and documented testing of equipment and training of personnel.
- Formal designation of a Fire Safety Director within the site management and operations staff.
- Individual should understand and explain the fire/life safety system.
- Understanding of emergency power and lighting systems.
- Explain the fire suppression network using building prints or the posted system diagrams.
- Explain the detection/alarm systems using building prints or the posted system diagrams.
- Know and locate principle valves, control points and detection devices.
- Understand and explain the impact of the fire/life safety system on the operation of other building systems.
- Review of compliance with this training standard shall be included in technical performance reviews by the Director of Facilities and Operations.

8.3.2 Risk Categories

For the purposes of University-wide Risk Management profile, risk elements can be classified under the following categories:
- Reputation (local/international)
- Strategic
- Academic (Quality, Course load, Logistic, Course curriculum)
- Student Experience
- Research
- Compliance
- Operational
- Technological
- Financial
- Health, safety and Environmental
- Behavior
- Political & Legislation
- Infrastructure
- Organization

8.4 Upkeep Policy

All financial records, forms, and documents will be kept with the competent financial employees who will be responsible for receiving them as a trust and will be responsible for keeping it and keeping the secrecy of its contents.

When the employee in charge leaves his job or moves to another job, or stops working for any reason whatsoever, he has to deliver all financial records, forms, and documents in his custody to another employee by a receipt book/record signed by both parties and approved by the Director of Finance Department and the Vice-Chancellor.

Financial records, forms, and documents used in the University will be kept in record for not less that ten years after they are no more used. After that, these records, forms, and documents may be destroyed or wasted according to instructions issued by the Chancellor upon recommendation from the Vice-Chancellor. The Chancellor may also approve delivering these records, form, and documents to the competent official authorities for to document them.

A copy of the financial records, forms, and documents are kept outside the campus in accordance with instructions issued by the Chancellor upon recommendation from the Vice-Chancellor.

8.5 Cash Management policy

The Finance Department shall present a monthly report to the Vice Chancellor that indicates the financial status of the University in terms of revenues, expenditures, and cash flow so that the Vice
Chancellor may present it to the Chancellor for its presentation to the Board of Trustees the Finance Committee. Bad debts, deficits, and losses in University cash funds may be written off according to the following authorizations and based on proposals of a committee formed by the Chancellor for this purpose:

- by a decision of the Chancellor and the Vice-Chancellor if the amount does not exceed AED (10,000)
- by a decision of the Board of Trustees upon recommendation from the Financial Committee if the amount exceeds AED (10,000)

Continuous Cash Advance: This is a cash advance that is provided to each department or college for their operational requirements. Approval of the list of names entrusted to the advance cash is required from the Director of the Finance Department, based upon the approved budget for each department or college and in accordance with its operational requirements.

Temporary Cash Advance: This is a cash advance that is provided for a short activity or specific event, which shall be settled at the end of such an event. The use of cash advances shall be in accordance with the regulations issued by the Director of the Finance Department.

When amounts are to be paid in cash, it should be observed that this is done on the basis of net due amount, which is the gross amount less than all amounts that should be deducted, whether or not these amounts are in the form of amounts due to the University.

Checkbooks are obtained by a decision from both the Chancellor and the Vice-Chancellor from the bank at which the University funds are deposited.

After issuing the checks or the transfer order, all papers and documents and original documents will be stamped by (PAID) stamp.

The Financial Committee shall be concerned with the following:

1. Studying the draft budget submitted by the administration of the University for the financial year in light of the University’s objectives, resources, available and expected funds before submitting it to the Board.
2. Studying the reports of the internal and external auditors.
3. Studying the final financial report and submitting it to the Board for approval.
4. Performing any other tasks assigned to it by the Board or the Executive Committee.

The Compliance and Internal Audit Committee shall be concerned with the following:

1. Financial reporting process,
2. The system of internal control,
3. The audit process,
4. The University's process for monitoring compliance with laws and regulations and the code of conduct.

**Deposits**

The collection of funds for University accounts shall be completed in exchange for original receipts provided to the payer. All collected funds shall be entered in the relevant chapter and account for that month. The Vice Chancellor shall issue regulations on the procedures for collecting, recording, saving and depositing these funds, in addition to the necessary procedures to be followed in case of the loss of any financial document. Upon the approval of the Director of the Finance Department, receipt booklets may be provided to staff outside the Department of Finance with the aim of collecting funds for University activities. The names of those carrying receipt booklets shall be recorded, and collected funds
shall be returned to the Finance Department in order to deposit them in the bank after the end of the event or periodically for continuous activities. These funds may not be used for any expenditure.

In case the security depositor does not complete all the works for which securities were deposited, or part of them, or in case the depositor is indebted to the University with amounts he/she ignores, the securities, or part of them will be settled to the Revenues Account or other pertaining accounts.

Securities exceeding AED 5000 that are not claimed within five years of the date of deposit will be considered as Revenues to the University Account. This is provided that the securities owners are notified to claim them, or announcements are made in this respect in a prominent location in the University, or by any other means specified by the Vice-Chancellor at least three months prior to the end of this period.

Checkbooks are obtained by a decision from both the Chancellor and the Vice-Chancellor from the bank at which the University funds are deposited.

Receipting

The payment of these fees and tuition fees shall be paid against original receipts or invoices.

The Chancellor or the Vice-Chancellor may approve the payment or settlement of certain amounts when payments or expenditure could not be supported by documents or receipts for any reason, provided that such amounts will not exceed AED (3000) for each payment. The person who makes such a disbursement must present a written statement with his signature showing the amount expanded and providing that it was spent in the interest of the University or in activities related to it, on condition that it is approved by the Vice-Chancellor.

The Director of the Finance Department shall approve the design and coordination of all receipt vouchers and forms upon the approval of the Vice Chancellor.

The collection of funds for University accounts shall be completed in exchange for original receipts provided to the payer. All collected funds shall be entered in the relevant chapter and account for that month. The Vice Chancellor shall issue regulations on the procedures for collecting, recording, saving and depositing these funds, in addition to the necessary procedures to be followed in case of the loss of any financial document.

Upon the approval of the Director of the Finance Department, receipt booklets may be provided to staff outside the Department of Finance with the aim of collecting funds for University activities. The names of those carrying receipt booklets shall be recorded, and collected funds shall be returned to the Finance Department in order to deposit them in the bank after the end of the event or periodically for continuous activities. These funds may not be used for any expenditure. A cash advance may be paid to suppliers in accordance with the terms agreed upon for the receipt of check or bank guarantees for amounts of not less than AED100,000.

Payment Vouchers, Receipt Vouchers, and Journal Vouchers are the basis of entry for any accountancy action. This intends to distinguish between the budget expenditure vouchers and non-budgetary entry vouchers. Vouchers will have serial numbers and will be issued in one original and many copies according to the usage requirements.

Invoices and receipts shall be prepared, supervised, and approved by competent staff at the University. These shall be accompanied by original documents that prove their authenticity and the legitimacy of the financial and accounting procedures mentioned in these documents. Substitute copies for lost documents will not be accepted unless approved by the Chancellor or the Vice Chancellor after
investigating the loss of the original documents and making sure that the invoices/receipts have not been already paid; the beneficiary shall not undertake to claim these amounts in the future.

The authorized individual, or staff person delegated with a portion of his/ her authority, shall issue invoice payments and the Director of the Finance Department shall issue payment receipts.

The authorized person or whomever he may authorize issues expenditures payment vouchers. Receipt vouchers, issue vouchers and security payment vouchers are issued by the Director of the Finance Department.

When amounts are to be paid in cash, it should be observed that this is done on the basis of net due amount, which is the gross amount less than all amounts that should be deducted, whether or not these amounts are in the form of amounts due to the University.

Checkbooks are obtained by a decision from both the Chancellor and the Vice-Chancellor from the bank at which the University funds are deposited.

After issuing the checks or the transfer order, all papers and documents and original documents will be stamped by (PAID) stamp.

Through a representative directly appointed by the Director of the Purchasing Department for purchasing, who shall submit a receipt of the value of purchases, in the cases in which the value of the materials, or works or services does not exceed two thousand Dirhams or if they have fixed prices.

Upon delivery of the items on the specified time, they shall be temporarily received at the site designated by the University and in accordance with the terms of the contract. A temporary delivery receipt signed by the Storekeeper (if delivery is done through the Central Stores) or by his designee will be issued, if the delivery is made in the work location, to be approved by the responsible person of the receiving party, until the inspection and final acceptance of the items is made.

The storekeeper shall maintain the rejected items separately until they are delivered to the supplier. Furthermore, the Purchasing Department shall notify the supplier of the reasons for rejection by registered mail return receipt requested, in order to withdraw these items and supply replacements thereof during the period specified in the letter. In case the supplier fails or delays receiving the rejected items on the specified date, storage charges of (1%) shall be imposed on him weekly from the value of rejected items up to the maximum of (10%) of that value, effective from the date of the period specified by the Purchasing Department, up to a maximum of four weeks. Upon the expiration of that period, the University shall be entitled to sell the items in a public auction and reimburse all expenses and fines provided that any extra amounts (if any) shall be returned to the supplier.

9. Public Disclosure and Integrity

9.1 Copyright and Intellectual Property Policy

In the event that a researcher reaches an invention or a discovery as a result of his research work in any field protected by patent regulations, the university encourages him to register the patent of such invention or discovery. The Dean shall have the right to approve supporting the provisional registration of patents. Applications for final registration of a patent shall be presented to the Board for recommendation, and forwarded to the Chancellor for final approval.

An office shall be established in the University with the following tasks:
- Providing the information and data of patents which are necessary for registration.
- Assisting researchers in filling and following up the forms of patent registration.
- Supervising the marketing of such registered patents in the local community within the University's abilities.
- Assuming the responsibility of promoting for such patents and preparing relevant advertisements within the University's abilities.
- Presenting the submitted applications to the Board for approval and signing an agreement of understanding between the University and the researcher.
- Following up all issues related to patents as needed.

The University shall cover all the fees and expenses of the provisional registration of the patent upon a decision from the Dean, and of final registration upon a decision from the Board and the approval of the Chancellor in accordance with the said agreement.

The patent is registered under the name of the researcher(s) directly provided that researcher(s) relation to the University appears on the patent.

The University shall reserve all its rights and revenues of the patent via an agreement with the researcher. The researcher, even if he/she leaves the University, shall abide by this agreement. The agreement shall also be binding on the heirs in the event of the researcher's death.

After the expenses of provisional and final registration of the patent have been deducted, the revenues accruing from the patent shall be divided between the University and the researcher(s) as shown in the table below:

<table>
<thead>
<tr>
<th>The amount of the patent proceeds</th>
<th>Researcher's percentage</th>
<th>University's percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 100,000</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>From AED 100,000 to AED 250,000</td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>More than AED 250,000</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

The revenues of the patents shall be deposited in the budget of the University, under the item of Scientific Research. The portion of the researcher(s) shall be paid in full and immediately upon the receiving of the money by the University.

The University shall abide by depositing its portion of the revenues of the patents in the budget of the scientific research as additional funds for the following year in order to enable the College of Graduate Studies and Research to fund more research activities.

The University does not support the patents of any of the following inventions:
- Any inventions that may violate the public morality or Islamic values.
- Any inventions that may have negative effects to the life or health of man, animals or plants, or have serious environmental impact.
- Any inventions that are not protected by patents regulations of the country.

The researcher shall follow up the provisional and final registration of the patent with the patent office and provide all necessary documents. In the event that the researcher fails to obtain the final registration of the patent, or the time limit expires without presenting a proof of the patent, then the university has the right to demand the return all the money paid by the University for Patent Registration.

Taking into consideration the patent regulations applicable in the country, the scientific research bylaws and the executive regulations of the scientific research in the University shall be deemed the main reference for the settlement of any issues that may arise from the present guidelines.
The provisions of the present guidelines shall not contravene the provisions of international agreements and treaties to which the country is a signatory in relation to the rights of citizens or the people governed by such countries' rules.

The present regulations shall safeguard the rights of the owners of the following works of literature:
- Written works such as books, booklets, research articles, essays, translated works, etc.
- Computer software, applications, databases and any other similar works. Patents.
- Art works such as drama, music, design, plastic arts, painting, sculpture, engraving, etc.
- Works of architecture and engineering plans.
- Photographic works, maps, films, television and radio programs and similar works.
- Trademarks, industrial designs and models, and copyrights.

A committee for intellectual property shall be formed in the University upon a decision from the Chancellor, and be held once a semester, or whenever it is necessary, to carry out the following:
- Securing an environment appropriate to incite creation and invention leading to the creation of intellectual property rights.
- Preserving the intellectual property rights of the University people such as inventors, artists, and litterateurs.
- Supervising the implementation of patent policies at the University.
- Overseeing the policies of the copyright at the University.
- Searching for opportunities to license technologies developed at the University, which generates additional income to the university to contribute to the financing of scientific research.
- Supervising the execution of the financial rights ensuing from patents or copyright in accordance with the regulations of patents and scientific publishing at the university.
- Deciding on any issues not included in the present regulations or the regulations and By-laws of the University.

The said committee shall comprise the following:
- Vice Chancellor for Academic Affairs, Chair
- Dean of the College of Graduate Studies and Research
- Director of Central Labs
- Director of the University Libraries
- Director of the Financial Department
- Three professors selected by the Chancellor.

Authors, inventors, translators, artists, designers, programmers, etc. shall enjoy moral, inalienable rights regarding their works. Such rights include:
- The right of publishing the works for the first time
- The right of having their works attributed to them. The name of the University shall appear if such literature is created during the work at the University.
- The right to object to any modification of the works if it results in distortion or misrepresentation of the work or prejudice the status of the author.
- The right of making amendments to the translation provided that the rights of the author are not offended.
- Authors may transfer their rights to third party whether such party is a natural or legal person.

The University shall have the rights of publishing the research products such as journals, authored or translated books, and cultural or art works published by the University publications.

The University shall require that the faculty members who publish their partially- or totally-funded research articles indicate the names of the University and the College of Graduate Studies and Research
as supporters of their works when they publish outside the University.

The financial rights of authors or inventors and the University shall be subject to agreements signed by them or to the provisions of the Executive Regulations of Scientific Research and the University By-laws.

Without prejudice to authors' rights set forth in the present regulations, authors may not prevent others from doing any of the following acts once literature works have been published:

- Making a single copy of the work for mere personal and non-profit use. Works of fine arts shall be excluded unless they are placed in a public place and the approval of their owner is obtained.
- Copying from protected work for use in judicial or relevant procedures. The name of the source and author must be mentioned.
- Photocopying one copy of the work with the cognizance of the archives or document centers, or the publishing houses.
- Quoting small paragraphs for purposes of criticism or analysis based on scientific methods.
- Copying small parts of the work whether in written or video forms for educational and training purposes mentioning the name of the author and the title of the work.

The portion of the researchers regarding the copies of their published works at the University and the amount of the financial reward are determined according to the Scientific Research Regulations applied by the University.

The University shall abide by the requirements stipulated by the donors, which are aimed at supporting research projects such as procedures of payment or giving awards. In the event of absence of special conditions for payment, the University shall apply the Executive Regulations of Scientific Research of the University.

The University shall retain its right to subscribe to international and local indices for the works published at the University, or for theses and dissertations.

The Chancellor, the Vice-Chancellors, and the Dean shall be responsible for the implementation of these regulations.

9.2 Conflict of interest

The University shall ensure that scientific research projects or any academic activities are not in conflict with the teachings of Islam, public morals, and the legal requirements of the Emirate of Sharjah and the United Arab Emirates. Members of the Board shall not have interests in conflict with those of the University. Any member who has an interest in conflict with a matter put to the vote by the Board shall forfeit the right to vote on it, and his attendance shall not count on considering the quorum requirements for the meeting. The existence of the conflict and the member’s non-participation in the voting and in the question of the quorum requirements shall be recorded in the minutes. Paragraphs above shall not be taken to mean that the member concerned cannot express his opinion or that he cannot answer questions raised by the other members of the Board on the matter under consideration.

9.3 Teach out policy

The University of Sharjah currently offers more than 94 diverse academic accredited programs (majors) at the Diploma, Bachelor, Master and Doctorate levels. In case the University has to phase out a program for any reason, students will have the opportunity to transfer to a wide variety of other programs in the University. In addition, the University has large physical and learning resources as well as human resources that ensure sustainability of serving students of the program during the phase out period without having any negative impact on student rights to finish the program or program quality.
Moreover, if this case happens a new student enrollment will stop immediately in that program and the program will be called a “teach-out” program. The University commits to providing a schedule to offer all courses needed by enrolled students to complete the program in a sequence and on a schedule that will enable them to complete their program.

Specifically, the University will undertake the following to teach out a program:

- The Chair of the teach-out program will perform course audit of all enrolled students in the program to determine all required courses needed to enable them to complete their study.
- The University will assist students enrolled in the program who would like to transfer to another relevant program to complete another degree.
- A student who failed a course that will be no longer offered, he/she may upon the approval of the department and college to offer the course as an office hour or an equivalent course in any other program at the university.
- Students expected to undertake the courses required to complete their programs when offered during teach-out program. Failure of students to take required courses when offered will not obligate the university to offer the courses again.
- Should the university decide to terminate suddenly a teach-out program; all students enrolled at the time of termination will be entitled to a full refund of all tuition fees paid for the program. All credits earned by a student will remain on his/her transcript, which will provide the student with a chance to transfer such credit to any other program or even another institution.
- Teach-out plans must be approved by Department Chair, College Dean, and Vice Chancellor for Academic Affairs.

9.4 Publication Policy

UOS is using Content Management System. It is based on the latest technologies from Microsoft Share point that enables colleges and administrative departments to manage and update their web content in an easy, independent and fast way. There are other such services: Custom Web Solutions when there is a need to build special modules to facilitate submitting, receiving and managing information, Special Purpose Collaborative Portal to provide a group of people with multiple online collaborative tools like shared calendar, shared doc ...etc. Additionally, Special purpose websites for research groups, student’s councils, clubs in order to represent their activities online.

10. Research

10.1 General Principles for Scientific Research

The University supports specialized, competitive, collaborative and targeted research projects of high quality that aim at enhancing cooperation between the University and public and private institutions with a view of enriching the University’s capability in strategic domains serving the interest of the Emirate and the whole country and aiming to support development and awareness in certain fields approved by the Board upon recommendation of the V.C for research and graduate studies and the approval of the Chancellor.

Hosting colleges shall provide research groups with additional support as well as necessary facilities that might enable them to actively carry out their assignments.

The Research Groups may use their allocated grants for the following purposes:
- Participation in external conferences in accordance with the provisions of articles 155 and 156 from bylaws book.
- Providing equipment to support research such as computers, their accessories, and other small instruments/devices used in scientific research.
- Purchasing books and reference materials.
- Assistance in holding in-house conferences, seminars, and workshops.
- Hosting visiting researchers.
- Supporting external research visits in accordance with the provisions of articles 165 and 166 of the present regulations.
- Recruiting researchers, research assistants, and administrative assistants from the staff of the University.
- Equipping University research laboratories.
- Covering costs of scientific publishing.
- Covering the costs of any other issues related to scientific research.
- Entitlement to a petty cash advance payment in the amount of AED 1000 for purchasing, taking into account that the value of any purchase must not exceed AED200.

In order that the faculty members at the University may receive funding from outside national or international institutions for the research projects, the V.C for research and graduate studies shall provide all types of support and facilitation. Funding from outside institutions shall be subject to the following rules:
- 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 V.C for research and graduate studies shall be the body responsible for regulating such funding in accordance with both the University's applicable rules of funding for research projects and any conditions required by the donor following depositing the grant in a special account at the financial department of the University.
- 30% of the research grants shall be deducted for the account of the University.
- 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 the submission of the final report of the project. The amounts of money shall be divided among the researchers as per a special agreement concluded by them and attested by the V.C for research and graduate studies.

The grant provided by the University shall cover the costs of a faculty member within an equation specified by the Board and upon a recommendation by the V.C for research and graduate studies, 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 this is in compliance with what the University provides for support for research visits.

Requests for hosting researchers from outside the University for Sabbatical Leave shall be submitted to the V.C for research and graduate studies for review and submission of recommendations to the Board, which shall take the appropriate decision concerning their acceptance and other relevant issues as follows:
- Providing the necessary research facilities for the success of the visit.
- Providing financial support for the visitors including the cost of accommodations and specifying a monthly stipend.
- Determining the basis for dealing with the research outcome resulting from the visit and protecting the rights of the University of Sharjah in this regard.

The University of Sharjah considers that those who take part in the process of research should be held responsible at the highest ethical level in dealing with persons, materials, and information, and work...
within the framework of the Islamic Shari’a teachings, the by-laws and regulations of the University, and according to the law.

For research involving humans, animals, genetic materials, personal information, health and safety, researchers should be committed to research ethics and should obtain the appropriate approval as per the preliminary regulations decided by the V.C for research and graduate studies.

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 V.C for research and graduate studies shall prepare procedures to deal with such issues. A committee shall be formed by the Board to consider the issues of intellectual property and develop appropriate policies in this respect as an introductory stage for such policies to be confirmed by the Board.

Data resulting from any research, as well as the means by which these data were collected, should be kept at the academic department or the V.C for research and graduate studies for at least five years for reference purposes.

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.

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).

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

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 contravention of the University’s bylaws and regulations is established. The University shall support research publications in the form of authored and refereed books, specialized scientific journals, specialized research event proceedings, and technical reports published by the Research Publishing Unit in accordance with the by-laws and regulations. The University shall ensure that scientific research projects are not in conflict with the teachings of Islam, public morals, and the legal requirements of the Emirate of Sharjah and the United Arab Emirates.

The Deans Council shall decide on cases not covered in these by-laws and on problems arising from their implementation.

The provisions of these by-laws shall become effective as of the date of issue and to be published in the Official Gazette and all contravening texts and decisions shall be rescinded.

The Chancellor shall issue the necessary regulations and decisions needed for the implementation of these by-laws.

The Chancellor, Vice Chancellors and Assistants, Deans and Directors shall be responsible for the implementation of these by-laws.

10.2 Research Objectives:

To implement the above goals of the university, the College of Graduate Studies and Research seeks to achieve the following objectives:
a. Encourage, organize and provide funding for useful research efforts at the University.
b. Conduct targeted research projects through research groups.
c. Execute the University research policies and guidelines.
d. Build and maintain effective links with the local, regional and international communities and help direct the research capabilities of the University to serve the Emirate of Sharjah in particular and the United Arab Emirates as a whole.
e. Develop scientific research at the University and provide the appropriate circumstances and environment for faculty members to engage in meaningful scientific research.
f. Work on spreading and transferring scientific knowledge and research results through publishing research and research results.
g. Hold conferences, symposia, and other scientific gatherings that relate to the main and targeted research areas of the University in addition to managing scientific publishing.

10.3 Research Policy and Procedures

10.3.1 The University Research Board

The University Research Board shall be comprised of the following members:
- Dean of the College of Graduate Studies and Research (Chair).
- Vice Dean (if present- member).
- Secretaries or Representatives of the Scientific Research Committees in the colleges (members).
- Director of Central Laboratories (member).
- Head of Research Department (member).

The Chairman of the Board has the right to add any new member to the board.

The Chairman of the Board has the right to invite anyone involved with academic research to attend its meetings with an observer status, without having the right to vote.

The University Research Board shall convene at least twice each semester and as the need arises. In case the Board is unable to convene during holidays, it may delegate some of its duties and powers to the Chair of the Board and chair must present these decisions in the first Board meeting after the vacation.

The University Research Board is charged with the following duties and authorities:
- Developing scientific research policy proposals at the University.
- Approving periodic reports on scientific research at the University.
- Approving decisions on funding research projects for faculty members and graduate students based on recommendations of the College of Graduate Studies and Research.
- Following up scientific research projects in collaboration with the College.
- Approving funding decisions for major research equipment upon recommendation of the College.
- Approving decisions related to registering and re-registering research groups at the University.
- Approving the annual research budget for research grants, research groups and major research bodies at the University upon recommendation of the College.
- Identifying the foundations of cooperation in the field of scientific research and agreements with scientific institutions inside and outside the UAE.
- Handling issues pertaining to the ethics of scientific research.
- Dealing with issues related to intellectual property.
- Considering any other matters related to scientific research.
10.3.2 The College of Graduate Studies and Research

The College of Graduate Studies and Research shall include the following departments:
- Scientific Funding Department
- Research Groups Department
- Scientific Publishing Department
- Graduate Studies Department

The Deanship shall be headed by a Dean appointed or assigned part-or-full time.

Research departments at the College shall be headed by academic staff 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 shall be granted powers equivalent to those granted to deans of colleges.

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

College Research Committees

The colleges and the Deanship shall coordinate scientific research affairs in colleges. Research committees shall be responsible for the followings:
- 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.
- Submitting appropriate recommendations to the College on funding the publication of authored books.
- Submitting reports to the College about scientific research in colleges including scientific production for the purpose of scientific documentation.
- Considering the colleges’ needs for major research equipment and forwarding complete applications to the Deanship through the deans of colleges.
- 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.

10.3.3 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.

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

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.

10.3.4 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 which contribute to social, economic and scientific development, and provides appropriate support for their continuity.

Research groups shall 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.

Research Groups shall be under the responsibility of the Deanship. They can be hosted by the academic colleges who shall provide them with required support and facilities in order to carry out their duties.

The University provides central research laboratories to serve the 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.

10.3.5 Scientific Publishing and the UOS Journal

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.

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.

The Chancellor shall be the general supervisor of the journal, and an Editor-In-Chief shall be appointed to each series. The Editorial Board shall comprise distinguished faculties 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.

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

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

10.3.6 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:

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

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

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

The agreement should specify the general and specific objectives of cooperation, participants, funding and other resources, duration of cooperation, methods of renewing it, the responsibilities of each party, and a basis for dealing with the outcome of the cooperation.
10.3.7 Research Funding Resources
The University of Sharjah provides the means that are necessary to ensure that the required financial resources are delivered for the implementation of the tasks assigned to the College through the following:
- Allocations made from the University budget.
- Funding provided by official institutions concerned with research.
- Resources from donors.
- Revenues of scientific research, books, and journals.
- Any other resources.

10.3.8 Research Ethics Policy
I- Code of Responsible Research Conduct at the UOS

Overview
The UOS is highly committed to the code of responsible research practice and it fully adheres to the international standards of research integrity. Its policy on responsible research conduct follows the most upstanding principles of the code of good practice and gives clear instructions and guidance on responsible research conduct. It also has clear rules and procedures for handling and correcting misconduct in research practice.

Scope
This policy applies to: (1) all UOS faculty, graduate and undergraduate students, and researchers who are involved in research at the UOS; (2) all administrators and research assistants who participate in any research activity within or under the auspices of UOS; and (3) all technical staff and employees working in animal care facilities. This policy should be read and applied in conjunction with the UOS’s policy on the protection of human subjects and its policy on the care and use of animals.

Policy Purpose
The purpose of this policy is to ensure that all UOS researchers, administrators, and technical staff are aware of the code of responsible research conduct, that they act according to it, and that their failure to observe this code may result in suspension of research activity and other counteractive measures. This policy also aims at maintaining the highest standards of integrity and professionalism in conducting research, managing research data and materials, publishing research outputs, exploiting research results and other matters pertaining to research in all its aspects at UOS, in addition to specifying the procedures for reporting allegations or breaches of the code of responsible research conduct and for dealing with those allegations.

Policy Statement
The UOS’s policy on Responsible Research Conduct clearly sets out its commitment to research integrity and its expectations of the highest standards of compliance with the code of research ethics.
by its researchers, regardless of the sources of their funding, their area of research, and whether they are members of research groups or lone researchers. In addition to its being in total harmony with the UOS’s mission to encourage innovative and world-class research within the terms of institutional compliance, this policy sets out the obligations on researchers and administrators to observe the standards of good practice in all aspects of their work, including the way research is planned, funded and conducted, as well as the way research outputs are recorded, disseminated, applied and exploited. This policy also provides guidance on ways of dealing with situations involving misconduct in research.

Definitions

The following terms shall have the meaning assigned to them unless the context indicates otherwise:

1. **Allegation**: an allegation that a researcher has breached the Code of Responsible Research Conduct.

2. **Code of Responsible Research Conduct**: the code of ethical integrity in research set out this policy

3. **Complainant**: a person who has made an allegation of research misconduct against a researcher or a staff member

4. **Conflict of Interest**: a situation in which a researcher or staff member is in a position to derive personal benefit from actions or decisions made in his/her official capacity

5. **Plagiarism**: the practice of taking someone else's work or ideas and passing them off as one's own

6. **Research Misconduct**: breach of the ethical code of responsible research conduct by a researcher or a staff member

7. **Violation of Ethical Integrity**: breach of the ethical code of responsible research conduct by a researcher or a staff member.

Procedures

**A. Principles of Responsible Research Conduct**

All UOS researchers, administrators and technical staff involved in research activities conducted at the University or under its auspices must act according to the following principles:

1- **Responsibility**: responsibility for performing or completing assigned or willingly-chosen research tasks and accountability to superiors for the implementation of such tasks.

2- **Honesty**: integrity in: presenting research goals, practices and findings; conducting research, reporting on research methods and procedures; managing research data and materials, publishing research outputs and exploiting research results; using and acknowledging the work of other researchers; as well as making justifiable claims based on research findings.

3- **Transparency and open communication**: means clarity in: presenting the methods of research data collection; analyzing and interpreting data; giving access to research findings; discussing the work with other researchers; and communicating the work to other researchers and to the general public.

4- **Good Governance**: good management practices by providing an appropriate research management framework through which quality research is encouraged and evaluated with safety, confidentiality, risk management, and compliance with the international standards of responsible research conduct.

5- **Objectivity**: impartiality and independence in making decisions about research funding, research
management, interpretation of research results, publications of research findings, communication of results to the general public, and investigation of research misconduct.

6- Respect and Care: humane concern for participants involved in research, including humans, animals, the environment and objects of cultural or historical value.

7- Care for future generations: the preparation and training of young researchers through adoption of high standards of mentoring and supervision within a constructive and supportive environment.

8- Fairness: scientific integrity and justice in providing correct references and giving right attribution to the work of other researchers and in treating colleagues with truthfulness and honesty.

B. Standards of Responsible Research Conduct

The code of responsible research conduct at UOS is meant to help individual researchers and research groups to undertake and accomplish research projects in a transparent, trustworthy and reliable manner. UOS maintains the highest standards of Research Integrity in all stages of research activity, including: research planning and conduct, research data management, publication and communication, authorship, collaborative research and conflicts of interest.

1- Compliance with Policies

All UOS researchers, administrators and technical staff should be familiar with the University policies and procedures regulating the research process, including policies regulating the ethical review of the use of human subjects and animals; policies regulating research management, reporting, publication and exploitation of results; as well as policies governing the investigation of misconduct in research.

2- Research Planning and Conduct

a- UOS advocates responsible planning and conduct of research so as to ensure transparency and credibility of research activities in all disciplines. Thus, individual researchers and research groups are obliged to justify their research plans and their implementation in accordance with the standard practice within the discipline in question.

b- UOS is responsible for ensuring that rules are put in place for handling research plans in all fields of inquiry as well as procedures for any required approvals or permissions for research activities.

c- Principal Investigators (PIs) must be reasonable for ensuring the truthfulness and completeness of information that is contained in applications for funding. It is the PI’s responsibility to ensure that the planned research is vigorous and adequately funded.

d- All UOS researchers must maintain high-standards of responsible research conduct promoting intellectual integrity, and scholarly rigor. Researchers must:

   i.- Respect the rights of all individuals or parties involved in their research
   ii.- Manage conflicts of interest in a way that prevents personal advantage from violating ethical standards
   iii.- Follow proper practices for safety and security
   iv.- Cite research publications fairly and accurately
   v.- Observe and respect the policies adopted by their research sponsors, whether their research is internally or externally funded
vii. Keep clear and accurate records of the procedures followed and of the results obtained from their research works.

c- All reporting obligations related to collaboration with external partners must be approved by the VCRGS.

3- Ethical Issues

a- All ethical matters must be taken into consideration before any research work begins. For research activities involving human participation, the University’s policies and procedures on the protection of human subjects must be observed.

b- For any research that involves patients, samples, tissue or data, the approval of the Research Ethics Committee (REC) must be obtained before the beginning of research. Researchers must accordingly discuss any research that involves human subjects, human tissue or data with the REC chair.

c- Research involving animal subjects must obtain the approval of the Animal Care and Use Committee (ACUC) before the beginning of the research activity and must consider the possibility of reducing, replacing or refining animal involvement.

d- Any other ethical considerations pertaining to the environment or the use of sensitive economic or social data must be taken into account.

4- Data Management

The UOS maintains the highest standards of responsible handling and storage of research data. For any research conducted at UOS:

a- All basic material and data derived from research carried out at UOS must be stored at the University and made available on demand.

b- All protocols and plans for experiments or studies, notes, laboratory registers, data and basic material must be stored for at least three years after the completion of the research project and must be accessible provided that this does not conflict with other regulations.

c- All basic research material and data obtained from research carried out at UOS belongs to the University and can only be displaced under permission of the concerned department, college or institute.

d- Disposable research material must be disposed of in a safe and secure manner with due consideration of the involved ethical and environmental issues.

5- Dissemination and Publication of Research Results

Dissemination and publication of research results is a significant part of research and this process must be truthful, transparent and accurate.

a- The UOS is responsible for promoting ethically-compliant publication and dissemination of research findings

b- The UOS is responsible for protecting confidentiality of research findings before and through the publication process

c- UOS researchers are obliged under the code of responsible research conduct to:

i- Openly and honestly communicate and disseminate their research and research results to
other researchers and to the general public through refereed publication.

ii- Ensure that published reports and statistics about their research activities are complete, accurate and explicit.

iii- Cite other works pertaining to their research properly and truthfully when communicating their research findings.

iv- Disclose the research support and the financial aid they get from funding bodies truthfully and accurately

v- Acknowledge the work of students or staff members during the research phase honestly and accurately

6. Intellectual Property and Commercialization

a- All UOS researchers must be aware of and take appropriate steps to protect any intellectual property (IP) arising from their work.

b- The UOS supports the development and exploitation of IP belonging to it through its TTO using any means, deemed appropriate, for the interest of the University, its researchers and administrative staff and as part of its contribution to the local, regional and international communities.

c- All UOS researchers must be aware of the University’s IP and commercialization policy and procedures, which include details of rights to any kind of IP and to any income that may be generated from their research work.

7- Authorship

The UOS acknowledges that accurate attribution of authorship is a significant element of responsible research conduct.

a- 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).

b- Attribution of authorship, co-authorship and responsibility must be based on the ethics of research integrity. This requires that authors must fulfill the following requirements:
   
   i- Contribution to the conception or the research work, or the acquisition,
analysis and interpretation of data;
ii- Drafting the work or reviewing it for important scientific content; iii-
Acceptance of accountability for all aspects of the work; and
iv- Resolution of all ethical issues related to the work.

c- All authors are responsible for the content of the published work. Even so, the responsibility of
each author should be evaluated in relation to his/her role in the research and in relation to
his/her area of expertise.
d- Unacceptable authorship offered to individuals who do not meet the requirements for
authorship is considered a breach of the code of responsible research conduct.
e- Research works submitted for publication to UOS journals must abide by the publication policy
and procedures of the UOS Scientific Publishing Unit, including the double-blind peer review
of manuscripts and the declarations on the conflicts of interest.
f- Disputes on authorship shall be dealt with and resolved by a special committee appointed by
the VCRGS.

8. Conflicts of Interest

a- All research activities at UOS must be conducted in a responsible manner and free from any
possible influence arising from personal interest or advantage.
b- All UOS researchers are obliged to disclose any conflict of interest that has a potential
influence on grant applications, appointment of research assistants, research investigations,
publication, media reports or any other process/aspect related to the research activity.
c- In circumstances where a conflict of interest is seen or anticipated to occur, the researcher
must provide sufficient information to the VCRGS, so as to allow for a proper examination of
the matter.
d- In circumstances where student supervisors or research trainees identify an actual or a
potential conflict of interest, either on personal or professional grounds, they must provide
sufficient information to the VCRGS, so as to allow for a proper examination of the matter.
e- Researchers must obey all the instructions given by the VCRGS regarding the existing or
potential conflict of interest.

9. Handling Research Misconduct

Research misconduct is commonly defined as the deliberate fabrication, falsification, or plagiarism
in proposing, conducting, or reviewing research, or in describing research results.

1- The UOS is highly committed to the international standards of research integrity and it
condemns all types of research misconduct in all phases of the research activity. It also holds
seriously any information that reports suspicion of research misconduct and handles
allegations in the most serious and timely way.

2- The UOS encourages all its researchers, administrators and technical staff to report on any
suspicions on the violation of the code of responsible research conduct of research, so that
the case may be investigated immediately.

3- All allegations must be addressed appropriately and presented to the office of the VCRGS in
written form.

4- Upon receipt of information on suspicious research misconduct, the VCRGS forms a Review
Committee (RC) as expeditiously as possible to investigate the suspected violation of
research integrity.

5- Any investigation of research misconduct allegations conducted by the RC at UOS must be
impartial, thorough and fair.
6- The RC may interview any person it thinks suitable to honestly describe the circumstances of the case.

7- The committee may choose to reject the case and stop the investigation process if no sufficient or explicit evidence is provided in support for the allegation(s).

8- The person(s) who is/are the subject of an allegation must be treated fairly and be given the opportunities to respond to allegations in writing.

9- If a given allegation on research misconduct is proved to be well-founded and supported with solid evidence, the researcher or the staff member will be penalized according to the degree of violation.

10- A person who raises a suspicion of research misconduct in good faith may not be punished or intimidated, and it is the University’s duty to protect the complainant against this.

12- If it turns out that the complainant was in bad faith, s/he may be charged with breach of responsible research conduct.

13- In handling allegations, the RC must ensure that all parties involved in the case receive prompt, thorough, and fair treatment.

I- Human Subjects Use Policy and Procedures

Overview

The UOS’s research policy on the Use of Human Subjects reflects an institutional-wide concern with ethical issues involved in all research activities. It is supervised by the office of the Vice Chancellor for Research and Graduate Studies (VCRGS) and its implementation involves executive officers, research review committees, and other entities that are responsible for protecting the rights and welfare of participants in research conducted by UOS’s Researchers. According to this policy, all researchers and administrative staff involved in research are required to adhere to the ethical principles of responsible research conduct in order to protect the dignity, rights and welfare of research participants. As such, all research involving human beings must be reviewed by a research ethics committee to ensure that the appropriate ethical standards are being upheld. This policy should be read and applied in conjunction with UOS’s executive research bylaws.

Scope

This policy applies to all research involving human subjects conducted by: (1) all UOS faculty, graduate and undergraduate students, and visiting faculty (hereafter referred to as researchers) who take part in research at UOS; (2) all administrators and research assistants who participate in any research activity that involves human subjects.

Policy Purpose

The purpose of this policy is to ensure that all UOS researchers, administrators, and technical staff are aware of the code of responsible research conduct, that they act according to it, and that their failure to observe this code may result in suspension of research activity and other counteractive measures. This policy also aims at maintaining the highest standards of integrity and professionalism in conducting research, managing research data and materials, publishing research outputs, exploiting research results and other matters pertaining to research in all its aspects at UOS, in addition to specifying the procedures for reporting allegations or breaches of the code of responsible research conduct and for dealing with those allegations.
Policy Statement

It is the policy of UOS that no research activity involving human subjects be conducted until it has been reviewed and approved by the VCRGS. All research proposals involving human subjects must first be submitted to the Research Ethics Committee (REC) for the VCRGS’ review and approval. In addition, the UOS requires training on the protection of human subjects and the related ethical principles for all types of research activities involving human subject research, regardless of whether or not researchers or research groups have obtained consent for the funding of their projects. Protecting participants from any kind of risk is the ethical responsibility of each faculty member, student or research assistant who is involved, either directly or indirectly, in conducting research at UOS. Principal Investigators must also require that each member of the research group carries out all research activities in accordance with the ethical principles of research. As per this policy, the VCRGS has the absolute authority to suspend or terminate research that is not being conducted in accordance with the UOS policy requirements or that has been associated with any kind of harm to human subjects. Investigators whose research does not abide by university policies may not obtain the REC review or approval for other research activities involving human subjects until the compliance issues have been cleared. This policy also requires that the REC report violations of university policies to the VCRGS.

Definitions

The following terms shall have the meaning assigned to them unless the context indicates otherwise:

1. **Research**: research stands for systematic investigation, including research development, testing and evaluation, designed to develop or contribute to human knowledge.

2. **Human Subjects**: human subjects are defined as individuals about whom an investigator (whether professional or student) conducting research obtains: (1) data through intervention or interaction with the individual or (2) identifiable private information.

3. **Intervention**: intervention means: (1) physical procedures by which data are gathered and (2) manipulations of the subject or the subject's environment for research purposes.

4. **Interaction**: Interaction means communication or interpersonal contact between investigator and subject.

5. **Private information**: private information means information about behavior that occurs in a context in which an individual can reasonably expect that no observation or recording is taking place, and information which has been provided for specific purposes by an individual and which the individual can reasonably expect will not be made public. Private information must be individually identifiable in order for obtaining the information to constitute research involving human subjects.

6. **Informed Consent**: Informed Consent is a voluntary agreement to participate in research. It is not merely a form that is signed but is a process, in which the subject has an understanding of the research and its risks. Informed consent is essential before enrolling a participant and ongoing once enrolled.

7. **Principal Investigator**: is usually defined as the holder of a research grant administered by a university or another funding organization and the leader of the research project/group supported by the grant. Each Principal Investigator is responsible and accountable to the applicant organization, or, as appropriate, to a collaborating organization, for the ethical conduct of the project or program including the submission of all required reports.
Procedures

The following Procedures shall be used to implement the main purpose and principles of the above policy.

A. General Procedures

1. The UOS recognizes the ethical principles, considerations, and concerns expressed in the federal laws of the UAE and the bylaws of the Ministry of Health.

2. All research activities conducted under the auspices of UOS, including collaborative research conducted with one or more public or private entity, in which human subjects are involved, must be reviewed and approved by the VCRGS after being submitted to and reviewed by the University’s REC.

3. In conducting collaborative research projects involving more than one institution, each institution is responsible for protecting the rights and welfare of human subjects and for complying with applicable bylaws and regulations of the UOS.

4. The VCRGS has the responsibility and authority to appoint the chair and members of the REC and has also the authority to engage in agreements with other institutions, such as universities or hospitals, to form a joint review committee if required.

5. Any research project, conducted individually or within a research group that involves human subjects must obtain an informed consent signed by the concerned subject after his/her review of the terms of the agreement (this is not applicable to some research activities which are retrospective record reviews or study on old anonymous archival human tissues. other forms of research (such as deception research) can only be conducted with a waiver of consent. this will be up to the REC to decide upon).

B. Conditions and Procedures for Recruiting Human Subjects

1. Favorable Risk-Benefit Ratio. The REC should ensure that all risks (physical, psychological, social, financial...etc) have been identified by the researchers and that every attempt was made to reduce those risks.

2. The REC should also evaluate the actual and potential benefits, which will be received by the research subjects, including monetary and other incentives, and make sure those are neither inappropriate nor exaggerated.

3. Fair Selection of Research Participants. The REC should ensure that no particular group of people or a particular community is chosen to carry the burden of the research. The REC should ensure that both the benefits and the burden of research are distributed equally, unless there is scientific reasoning to consider otherwise.

4. Protection of the Participants’ Privacy and Confidentiality. The REC must ensure that researchers have guaranteed the decency and privacy for the research participants whilst those are engaged in the research.

5. The REC must see strong measures that would maintain the confidentiality of the research participants’ data during and after the conduct of the research.

6. To ensure privacy and to protect the rights of participants, investigators may not directly contact a potential participant identified by private sources, such as private clinics, schools or businesses, before s/he submits a written and signed permission to the identifying source.
7. Recruitment of subjects must be equitable and include racial, ethnic, educational, socio-economic, and gender diversity appropriate to the condition that is studied.

8. Recruiting methods will be planned to make sure that vulnerable subjects are not systematically selected due to ease of availability or manipulability.

9. Recruitment should result in the selection of appropriate participants reflecting the question under study and not involving participants who will not benefit from the future applications of the research.

10. The REC will consider the medical, employment, and educational status of participants, as well as available financial, emotional, and community resources when determining whether participants can be recruited fairly, informed adequately, and properly compensated.

C. Procedures for Informed Consent

The REC must ensure that research participants are:

1. Competent to understand the information presented to them regarding their research involvement, and

2. Completely free to make choices about their participation, without being coerced into it. In order to achieve this, the informed consent must contain the following essential items:

   a. Be in the research participants' native language. The burden of accurately and formally translating the informed consent should be on the researchers.
   b. Be written in simple, yet professional language (i.e. equivalent to 5th or 6th school grade level). The form should be free from any linguistic and structure errors.
   c. The title should clearly state the words "research", or "study" if in English, and the equivalent word if other languages are used.
   d. The names, titles and contact details of the researchers.
   e. The purpose of the research.
   f. The research site and how privacy will be guaranteed.
   g. A statement on how confidentiality of the collected data will be safeguarded.
   h. The participants' expected time commitment and the overall duration of the research project.
   i. The exact procedures which the participant will be involved in. This should preferably be written in a bullet point format. The use of photos and diagrams which would simplify this engagement are strongly encouraged.
   j. The risks and discomfort which the participant will need to bear during the research, and after its completion (if relevant).
   k. Benefits (if any) that the participant will get out of his/her participation. This could be financial, free consultations, free blood tests...etc.
   l. A statement about voluntary participation, and the right to withdraw at any time without any consequences to this decision.
   m. Whether there will be an insurance to cover damages as a result of this research, and/or to compensate for injury.
   n. Contact details of a third party to contact in case of concerns of complaints. Usually, this third party is the chair of the REC.
   o. A statement about any unforeseeable risks.
   p. The circumstances under which the research would be terminated.

At all times, a copy of the Informed Consent must be retained with the research participant.
D. Special Circumstances Related to the Informed Consent

1. **Surrogate consent:** There are situations in which an informed consent is obtained from the legally-authorized representative, instead of the research participants. Those situations include:
   a. Persons below the legal age
   b. Persons who are mentally or cognitively incompetent
   c. Persons with deprived freedom (such as prisoners)
In those cases, the REC must ensure that the researchers have taken into consideration the participants' assent, which means that the participant is comfortable with the research procedures, and is not showing any form of resistance or discontent.

2. **Consent Waiver**
In some studies, obtaining the consent is not possible or is impractical. In those cases, the REC may waive the informed consent as a requirement. The following are examples of such situations:
   a. Emergency settings, in which consent or surrogate consent is not possible.
   b. Retrospective studies, such as record review and analysis of leftover samples.
   c. Deception studies
   d. Observational studies on a huge number of people.
Waiving the consent must always be viewed as an exceptional situation. Researchers should, therefore, present a strong justification for requesting a waiver. A waiver must only be granted if the research being applied for is classified as a minimal risk. In case of deception studies, and whenever possible, the consent must be sought from the participants after the completion of the study.

3. **The Process of Informed Consent**
At all times, the informed consent needs to be viewed as a process, not an event. In some cases, the REC might request evidence from the researchers of an ongoing process of giving information to research participants to ensure a complete understandability of their research involvement. This is particularly important in multi-phase studies, drug trials and other interventional studies. It is also important when the research participants are considered vulnerable.

**Informed Consent Form versus Information Sheet**
Signing of the informed consent would contradict the principle of anonymity when research participation ought to be anonymous. This is commonly the case with questionnaire-based survey studies. In those cases, the submission of the questionnaire is -in itself- an indication of acceptance, and there would be no need for a signed informed consent. Nevertheless, an information sheet, containing the same information as those in the informed consent, should be prepared and be given to research participants.

E. REC Review of Research Involving Human Subjects

1. The REC is assigned the task of reviewing, approving, disapproving or requiring changes in research or related activities involving human subjects, including their tissues or their data, in accordance with applicable bylaws and regulations of the UOS.
2. The REC is entitled to suggest suspension or termination of the approval of research that is not being conducted in accordance with the UOS related bylaws, that has deviated from the format on which it was approved or that has caused unpredicted serious harm to human subjects.
3. The VCRGS, after reviewing the report submitted by the REC, has full authority to take decision regarding the disapproval, deferral, suspension or termination of a research study that has
caused harm to human subjects.

4. The REC might upon its discretion request from the Principal Investigator or the individual researcher who is using a human subject the informed consent signed by the concerned subject.

5. The REC shall notify the Principal Investigator or the individual researcher in writing of its decision to approve or disapprove the proposed research activity or the changes required to obtain final approval of the research activity. If the REC decides to disapprove a research activity, it shall specify in its written notification the reasons for its decision and give the investigator an opportunity to respond in writing. Any suspension or termination of approval will be reported promptly to the investigator.

6. The REC shall conduct ongoing reviews of research covered by this rule at least once per year, and shall have authority to observe or have a third party observe the consent process and the conduct of research.

7. Special attention should be put on reviewing research projects which target vulnerable populations, such as children, prisoners, disadvantaged persons...etc. Researchers must present strong justifications when those vulnerable populations are specifically targeted.

F. Criteria for the Approval of Research

To approve research covered by this rule, the REC shall determine that all of the following requirements are satisfied:

1. Risks to subjects are reduced to a minimum: (i) by adopting procedures that are consistent with sound research conduct and which do not expose subjects to risk, and (ii) whenever appropriate, by adopting procedures already being performed on the subjects for diagnostic or treatment purposes.

2. In assessing risks and benefits, the REC should consider only those risks and benefits that may result from the research (as differentiated from risks and benefits of therapies that subjects would receive even if not participating in the research).

3. In reviewing the proposed use of human subjects, the REC should take into consideration the purposes of the research and the setting in which the research will be conducted and should be aware of the special problems of research involving vulnerable populations, such as children, prisoners, pregnant women, mentally disabled persons, or economically or educationally disadvantaged persons.

4. Informed consent shall be sought from each prospective subject and shall be documented in accordance with the adopted regulations.

5. The investigator must be committed to the protection of the privacy of subjects as specified in the confidentiality section in the application form s/he signs before submission.

6. The right for an appeal: researchers will be notified, in the decision letter, that if they were not satisfied with the decision of the REC, they can write to the VCRGS within 30 days of receiving the REC decision letter.

G. Participant Compensation

1. Compensation for participation in a research study is to be considered by investigators and the REC as a recruitment incentive rather than a benefit.

2. Participants may be compensated on an hourly-basis scheme or as a package after signature of the informed consent.

3. Payments must not been so big as to encourage participants to accept risks that they would not otherwise undertake.
H. Reporting Noncompliance

Reports or allegations of noncompliance with the UOS regulations concerning research involving human subjects, the REC requirements, and this policy may be submitted to the REC chair or directly to the office of the VCRGS. Reports may also be made online via email to the REC chair or the VCRGS. The processing of reports or allegations of noncompliance will be conducted according to the UOS regulations and the research executive bylaws.

II- Animal Care and Use Policy and Procedures

Overview

The UOS’s research policy on Animal Care and Use is strictly committed to the international ethical standards of animal use, care and welfare. It is also totally compliant with the UAE Federal Law No. 16 of 2007 regarding animal protection. This policy is supervised by the office of the Vice Chancellor for Research and Graduate Studies (VCRGS) and its implementation involves executive officers, research review committees, and other entities that are responsible for protecting and using animals humanely in any research activity that involves animal subjects. According to this policy, all researchers, administrators and managers of animal care facilities are required to promote and protect animal welfare in a way that complies with the ethical standards of animal use and care. Therefore, all research activities involving animal subjects must be reviewed by the Animal Care and Use Committee (ACUC) to ensure that the convenient ethical standards are being maintained.

Scope

This policy applies to all research activities involving animals conducted by: (1) all UOS faculty, graduate and undergraduate students, and researchers who are involved in research at the UOS; (2) all administrators and research assistants who participate in any research activity that involves animals; and (3) all employees of animal care facilities owned by the University of Sharjah. This policy should be read and applied in conjunction with the UOS’s research executive bylaws.

Policy Purpose

The purpose of this policy is to ensure the protection and welfare of animals that may be involved in any research or teaching activity carried under the auspices of the UOS. Given that the use of animals in research and teaching is an important component of the work of the UOS colleges and institutes, namely the medical and health colleges as well as the Research Institute of Medical and Health Sciences, the University is committed to ensuring that animals users among researchers and students act in strict accordance with the standards and guidelines specified in the UAE Federal Law No. 16 of 2007 regarding animal protection as well as the University of Sharjah ethical standards. The policy will outline the ethical principles that govern Animal care in research and testing, the expectations relating to Animal care and Animal ethics as well as the consequences of non-compliance with the policy.

Policy Statement

The University of Sharjah is committed to the highest ethical standards of animal care and use. This policy outlines: (1) the responsibilities and duties of the Animal Care and Use Committee, (2) the animal care and use protocol procedures that ensure compliance with the UAE Federal Law No. 16
of 2007 regarding animal protection as well as the UOS’s standards of responsible research conduct, (3) the animal use protocol procedures, (4) reporting noncompliance, (5) inspection of animal facility and (5) the roles and responsibilities of researchers who are involved in the use and care of animals in research and testing. The VCRGS, upon recommendation of the Animal Care and Use Committee, has the absolute authority to suspend or terminate research that is not being conducted in accordance with the UOS policy requirements or that has been associated with any abusive use of animals.

Definitions

The following terms shall have the meaning assigned to them unless the context indicates otherwise:

1. Animals: the term ‘animal’ refers to all non-human living vertebrates and higher invertebrates which feed on organic matter and have specialized sense organs and a nervous system enabling them to respond to stimuli.

2. Animal Facility: any buildings, rooms, areas, enclosed spaces or vehicles used for animal confinement, transportation, preservation, reproduction, experimental procedures or surgery.


4. Animal Use Violations: any unauthorized or non-compliant animal use is considered an animal use violation.

5. Attending Veterinarian: is a person who has received training and/or experience in the care and management of the species being attended; and who has direct or delegated authority for activities involving animals at an animal use and care facility.

6. Major Survival Surgery: a surgery which “penetrates and exposes a body cavity or produces considerable impairment of physical or physiological functions.”

7. Principal Investigator: is usually defined as the holder of a research grant administered by a university or another funding organization and the leader of the research project/group supported by the grant. Each Principal Investigator is responsible and accountable to the applicant organization, or, as appropriate, to a collaborating organization, for the ethical conduct of the project or program including the submission of all required reports.

Procedures

The following Procedures shall be used to implement the main purpose and principles and of the above policy.

A. The Animal Care and Use Committee (ACUC)

The responsibilities of the Animal Care and Use Committee (ACUC) regarding all animal activities at the UOS include:

1. Defining and communicating guidelines for research involving animals in accordance with the International Animal Welfare Acts and that the protocol is consistent with the Guide for the Care and Use of Laboratory Animals. The Committee shall propose a standard guide for the use and care of animals and coordinate with the Ministry of Health in UAE for procedures and protocols set up for animal care and use.

2. Continuously visiting the Animal Facility (at least semiannually) to make sure that the facility is suitable for animal care and use according to international standards.

3. Making sure that all research involving animals is compliant with the standard Public Health
Service.
4. Reviewing emerging issues involving the care and use of animals at the facility.
5. Reviewing and approving, requiring modifications, or withholding approval of proposed major changes regarding the ongoing use of animals at the facility.
6. Monitoring all animal activities for compliance with ACUC recommendations and with the UOS policy and procedures for animal care by any appropriate means, including direct observation of the processes of animal activities or appointment of a third party to perform such observation.
7. Suspending or terminate animal activities if they are non-compliant with the ACUC’s requirements, if they involve major violations of the approved Animal Use Protocol, or if they have been associated with any harm or suffering caused to animal subjects.
8. Following up all issues needed to get accreditation of the animal facility from the corresponding government agencies including Sharjah Municipality and the Ministry of Health.
9. Coordinating if needed with the Research and Ethics Committee regarding issues that involve animal subjects.

B. Animal Use Protocol Procedures

1. The Animal Use Protocol (AUP)
   a- A typical Animal Use Protocol (AUP) should include information about: the research project; a list of species, sources and numbers; rational for the species and number of animals; description of the use; surgical procedures; minimization of pain; veterinary care; care and use facilities; as well as funding resources.
   b- Animal users must submit a written AUP to the ACUC for review and approval prior to implementing the protocol. The protocol must be consistent with the UOS bylaws and with the UAE federal law on animal use and care requirements.
   c- The principal investigator is the responsible party for all activities included in and related to the AUP.
   d- AUPs that are already approved are subject to review at any time by the ACUC at the request of any of its members, the Director of Research Institute for Medical and Health Sciences (RIMHS), the attending veterinarian (hereafter AV) or the VCRGS.
   e- Any UOS researcher intending to conduct research involving animal subjects at another institution must submit an AUP describing the project to the ACUC. The latter shall review the protocol to ensure that it is consistent with the UOS bylaws and with the UAE federal Law on animal care standards. The Committee may then approve the protocol in principle before it gets the approval of the host institution’s animal care committee or its equivalent.

2. Animal Use Protocol Application
   a- The AUP application is an official document that is approved by the ACUC and any modifications of the form must be reviewed again and approved by the ACUC to ensure compliance with the protocol requirements.
   b- AUP forms are available on www.sharjah.ac/RIMHS
   c- Laboratory Animal Use Protocol: use for any laboratory-related species such as mice, rats, rabbits, etc.

3. Submission the Animal Use Protocol
   a- The PI submits the AUP to the ACUC coordinator after having completed the required forms
(animal use request form, survival surgery form or observation form, etc.).

b- As stated above (A.1.a.), The AUP must contain a list of animal users, animal species and their number as well as a brief description or explanation of the proposed work and any potential animal welfare issues for consideration, such as ways of minimizing discomfort (e.g. anesthesia), appropriate, sedation, used medication, etc.

C. Criteria for the AUP Approval

In order for an AUP to be approved by the ACUC it needs to comply with the UOS policy and procedures for animal care and needs to meet the following criteria:

1. All activities involving animals must avoid or minimize discomfort and pain as much as possible.
2. Activities that may cause more than minor pain or discomfort to the used animals must be conducted with proper sedation, analgesia, or anesthesia.
3. Animals that would otherwise experience severe pain or distress that cannot be relieved shall be painlessly killed at the end of or during the procedure if appropriate.
4. The living conditions of animals and the method of their transportation must be appropriate for their species and contribute to their health and comfort.
5. The feeding and non-medical care of the used animals shall be supervised by a veterinarian or other expert trained and experienced in the proper care, treatment and use of the species being maintained or studied.
6. Medical care for the used animals must be available and given when needed by a practiced veterinarian or trained researcher.
7. All personnel performing procedures on the used animals must be qualified and trained in those procedures.

D. The ACUC Review of the AUP Procedures

1. Each member of the ACUC may obtain a copy of the protocol. If no member calls for full committee review, then the AV and at least one member of the ACUC, designated by the committee coordinator, shall review the submitted protocol research and have the authority to approve, require modifications to the proposal or request full committee review of the AUP.
2. The detailed method of review for a submitted protocol shall be documented in the meeting minutes, in addition to the outcome of the review.
3. The approval date is the date when the ACUC agrees on the project. Any animal work conducted before this date will be reported to the director of the RIMHS as a serious noncompliance with the UOS policy and procedures for animal use and care.
4. If a full committee review is requested, approval of the protocol shall be granted only after a convened meeting of a majority of the ACUC and with the approval vote of a majority of the present quorum. The present quorum may vote to request modifications or disapprove the project. No member may participate in the review of a research project in which s/he has a conflicting interest, except to provide information requested by the ACUC.
5. The ACUC may also invite consultants to help in the review of complicated issues. Consultants are not eligible to approve or disapprove any activity or vote with the ACUC unless they are also members of the committee.
6. All protocols involving major survival surgery on animals must receive full committee review.
7. Approved protocols shall receive a final approval number from the ACUC coordinator.
8. An approval letter from the ACUC coordinator and the approved AUP shall be sent to the PI within three days after the committee meeting.
9. If the AUP is disapproved, the PI shall receive a notification letter of the ACUC’s decision and of the recommended modifications for resubmission.

E. Suspension of the AUP

1. The ACUC has the authority to suspend the activity of an approved AUP if notified about non-compliance by the AV or any authorized party.
2. Suspension of the AUP activity must be discussed and voted on in a full committee meeting and requires a majority vote of the present quorum.
3. Immediately after the ACUC suspension of AUP activity, the ACUC coordinator shall inform the VCRGS and the PI of the suspension and the reasons on the basis of which the decision has been taken.
4. Recommended remedial actions may be outlined by the ACUC and sent to the IP in the notification letter.
5. The IP must then notify the funding department or the funding agency of the suspension and the corrective actions to be taken.
6. The IP does not have the right to reject the ACUC suspension of the AUP activity.

F. Reporting Noncompliance

1. The ACUC shall post the email addresses of its members, its office locations and the phone numbers of its coordinator as well as the AV on the research portal of the UOS/RIMHS website for reporting of complaints and violations in all UOS animal facilities.
2. Any individual who notices that an animal is subject to maltreatment or that there is a possible violation of the ACUC policy is urged to report allegations of non-compliance and policy violations to the ACUC coordinator, the AV or any member of the committee.
3. A report on non-compliance may be communicated either orally or in writing and must include a description of the violation, the time and date of the violation, the exact location, the species of animal involved, and any other details relevant to the complaint.
4. Non-compliance reports sent directly to the ACUC members will be forwarded to the committee coordinator for an initial investigation. The latter may either choose to conduct the investigation or assign it to the AV.
5. If the AV is involved in the non-compliance issue, the ACUC coordinator shall assign the task to an appropriate person to investigate the allegations.
6. If the AV is not subject of the complaint and s/he receives a non-compliance report, s/he may conduct an initial investigation and forward the results to the ACUC coordinator.
7. Any person who reports a violation of the UOS policy and procedures for animal use and care is protected by the University regulations from any retaliation.
8. The confidentiality of the non-compliance report must be respected by all parties involved.

G. Investigating Non-compliance

a. Initial Investigation by the AV or Any Assignee

a. The AV or Assignee will evaluate the non-compliance report to determine whether there is sufficient information to make further investigations.

b. If evidence of animal mistreatment is found, the AV or assignee will take the necessary action which may include temporary suspension of the use of animals by the individual(s) involved in the reported complaint.
C- The AV or assignee shall submit the findings and recommendations to the ACUC coordinator.

d- The ACUC coordinator shall consider the findings and recommendations for further action.

b. Action Following Initial Investigation

a- If no violation is found, the ACUC coordinator shall inform the reporting person, the AV and
the person who is the subject of the complaint in writing of the decision that no further action
will be made.

b- If the investigation reveals that there is a minor violation, such as inappropriate sedation or
unnecessary increase in the number of animals used or failure to implement the suggested
modifications on the initial protocol, the ACUC coordinator will inform the complainant and
the person who is the subject of the complaint and his/her PI in writing of the findings and the
suggested remedial actions required to be completed within a specified time frame.

c- The ACUC Coordinator shall be responsible for checking if the remedial actions are
implemented within the set time limit.

d- If the investigation reveals that there is a major violation such as the inhuman treatment or
neglect of animals, the use of animals without an approved AUP protocol, disregard for
animal pain and suffering, offensive euthanasia, improper surgical techniques or improper
experimental treatments, the ACUC coordinator shall report the violation to the director of
the RIMHS who will report the issue to the VCRGS and inform the PI in a timely manner. After
that, the following actions will be taken:

i. The ACUC coordinator calls for a meeting of the committee to discuss the violation. A
quorum of the IACUC must be present.

ii. The ACUC shall review the non-compliance report and the findings and
recommendations of the AV or the assignee and ask for additional information if need
be.

iii. The reporting person may be requested to meet with the ACUC. If s/he cannot attend
s/he may submit a written statement to the ACUC coordinator prior to the meeting.

iv. The individual(s) who is/are the subject of the complaint shall be sent a written
description of the subject of the complaint through his/her PI and shall be given the
chance to meet with the ACUC to respond to the complaint.

v. By majority vote of the present quorum, the ACUC will determine whether or not
mistreatment of animals or policy noncompliance has occurred and make a decision.

vi. The ACUC will then decide either to reprimand the person accused of non-compliance
or suspend the protocol and its decision shall be immediately binding.

vii. The ACUC coordinator will keep records of complaints, violations, investigations,
and decisions for future reference if necessary.

H. Facility Inspection

1. As stated by this policy, the ACUC is required to inspect the UOS physical facilities, including,
labs, study areas and areas where surgical manipulations are conducted, at least once every 6
months.

2. The inspection team shall consist of at least two of the ACUC members, the AV, a
representative from the UAE Ministry or Health or the Municipality of Sharjah, and a
representative from the UOS compliance office.

3. A report of the facility inspection findings and recommendations for correction must be
reviewed and approved by the ACUC and deadlines for correction shall be specified and sent
to the facility supervisor and the compliance office. A copy of the final report must be
forwarded to the director of the RIMHS who will report the issues to the VCRGS if needed.

4. A checklist that is reviewed semiannually by the ACUC shall be used as a guide for the inspection team to ensure compliance with all institutional guidelines.

5. One week before the inspection, the ACUC coordinator should provide the inspection team members with a copy of the previous facility inspection findings for reference.

6. Major deficiencies, such as those that represent a threat to animal health or safety, discovered during facility inspections must be reported promptly to the director of the RIMHS who will report the issues to the VCRGS. The RIMHS director is responsible for taking all necessary actions needed to maintain the upmost international standards utilized for animal care and use.

7. Corrected deficiencies must be sent to the ACUC before the deadline specified in the final inspection report.

8. Failure to implement the recommended actions for deficiency correction will end up in immediate suspension of all the activities in the facility until proper correction is made.

10.3.9 General Provisions
Under these guidelines, Regulations for scientific research shall be issued at the University, which indicate the details and conditions pertaining to these guidelines.

The University shall ensure that scientific research projects are not in conflict with the teachings of Islam, public morals, and the legal requirements of the Emirate of Sharjah and the UAE.

Issues related to intellectual property and research ethics shall be dealt with through the University Research Board.

Researchers should observe scientific honesty and abide by the University Guidelines and Regulations for scientific research.

It is the responsibility of the Chancellor, the Dean and the Research Board to implement these guidelines.

The University Research Board shall decide on any matter not provided for in the Guidelines or on any problem that may arise as a result of application, provided that such matters are reviewed on a regular basis.

11. Community Engagement

11.1 Preface
The Community Engagement is implemented according to the vision of the University of Sharjah, as part of its 2019-2024 strategic plan.

The focus is the use of the University’s teaching and research competencies, facilities and resources to build mutually beneficial relationships with various communities in areas of discipline strength and community needs. The goal is provide service to the community and enrich student experiential learning, academic discourse and the creation of new knowledge. The community utilizes University resources and gets assistance in addressing needs. The students learn from experience, apply their knowledge, explore career possibilities, become more aware of community needs and learn how to do research.

The Policy considers community engagement as activities that are integrated within teaching, learning and research.
11.2 Purpose

The purpose of the community engagement policy is to:
- Clarify what is meant by community engagement
- Integrate curriculum-based community engagement within the teaching, learning and research activities of UOS.
- Establish sustainable and co-operative partnerships with communities
- Raise awareness of the University community regarding community engagement
- Promote the recognition of the scholarship of community engagement as an important dimension of the University strategy
- Encourage collaborative research with community sectors
- Identify ways for planning, implementing, monitoring and evaluating community engagement activities
- Ensure that all university staff and students interacting with the broader community in the university’s name do so within the context of the vision and mission of UOS

Community Engagement Framework

The UoS Community Engagement Framework encompasses the University’s Engagement Strategy which provides the statement of strategic intent for the practice of engagement across the University and the means by which engagement is embedded into the plans and activities of faculties, institutes and divisions.

Engagement with the external community is central to UoS’s strategic positioning to strengthen and extend the University’s strategic partnerships with professional and broader communities in order to reflect both its academic ambitions and its civic responsibility. In pursuing engagement the University values:
- Collaboration across faculties, institutes and divisions, and with communities
- Leadership through the involvement of all levels of management and staff in capability building for integrating engagement into the University’s vision, goals and strategic plans and the work of faculties, institutes and divisions
- Strong and enduring relationships and partnerships with communities based on mutual respect
- Mutually beneficial and long-term outcomes for the University and the community
- Openness and transparency in communicating with internal and external stakeholders
- Achievement in the scholarship of engagement.

11.3 Definition of Terms

11.3.1 Community

Refers to specific, collective interest groups who participate or could potentially participate as partners in the similarly inclined community engagement activities of UOS.

11.3.1 Community engagement

Refers to continuously negotiated collaborations and partnerships between UOS and the interest groups that it interacts with, aimed at building and exchanging knowledge, skills, expertise and resources required to develop and sustain society.

11.3.2 Developmental Engagement

Implies a dynamic, interactive endeavor aimed at ensuring positive outcomes within communities
and to maximize the quality of life of those involved.

11.3.3 Partnership
Refers to collaborative engagement between two or more parties sharing a similar vision, aimed at reaching a common goal by devising and implementing a mutually agreed activities while maintaining their respective identities and agendas.

11.3.4 Service
Within the context of social transformation at a higher education institution ‘service’ entails social accountability and responsiveness to development challenges through the core functions of teaching and research in close co-operation with communities and the service sector within the spirit of mutuality and reciprocity.

11.3.5 Service learning
An educational approach involving curriculum-based, credit-bearing learning experiences in which students participate in contextualized, well-structured and organized service activities aimed at addressing identified service needs in a community, and reflect on the service experiences in order to gain a deeper understanding of the linkage between curriculum content and community dynamics, as well as achieve personal growth and a sense of social responsibility.

11.3.6 Internships
Internships engage students in activities where the student is the primary beneficiary and the goal is on student learning. Internships provide practical experience for students in their area of study; assists with achieving learning outcomes; and provide vocational experience. Internships are generally fully integrated with the student’s curriculum and are used extensively in professional programs such as Social Work, Medicine, Education and Psychology.

11.3.7 Co-operative education
Co-operative education programs have the student as the primary beneficiary and student learning as the primary goal. These programs provide students with curricular opportunities related to their field of study, which are integrated with the curriculum to some extent. These programs are generally placements within industry during the course of completion of a part of a curriculum.

11.4 Community engagement Typology

11.4.1 Community engagement
Community engagement is a two-way interaction between the University and a community in which the University forms partnerships with the community that yield beneficial outcomes for both the community and the University.

11.4.2 Curriculum related community engagement
This includes formal, accredited programs or modules as well as credit bearing short learning programs of which the purpose is service learning. In service learning programs, students are engaged in activities where both the communities, as well as the students are primary beneficiaries. The goals are to enhance student learning. It is characterized by reciprocity, mutual enrichment and integration with scholarly activities. It enriches the scholarship of academic employees in the institution. Experiential learning, and internships leading to formal, registered qualifications are examples of this category.
11.4.3 Non-curriculum related community engagement
This entails the professional involvement of employees in community engagement initiatives where the community benefits from the engagement, as well as the employees. The community engagement initiatives are not linked to a curriculum, or to research. Employees apply their expertise of their discipline to community development initiatives. Knowledge of employees is enhanced due to their experiences in the community. However, there is no direct financial gain for employees. Being paid an honorarium or reimbursement for expenses should not disqualify an activity as being non-curriculum related community engagement. However, this honorarium or reimbursement should be disclosed.

11.4.4 Research-related community engagement
This is the advancement of scientific knowledge because of community engagement. The community is involved as a partner and the University’s research capacity is used to address community problems. Engaged research must result in knowledge transfer and exchange, and/or the improvement of communities.

11.4.5 Community development and capacity building
This entails the development of skills and knowledge of individuals in order to address specific needs of communities, resulting in capacity building. Short learning programs (credit-bearing and non-credit-bearing) with social developmental or capacity building (skills programs) aims, are examples.

11.5 Community Engagement and Quality Assurance
- Under the guidance of UOS Quality Assurance System, community engagement is subjected to the same quality assurance processes as all other activities of UoS.
- Quality assurance of community engagement takes into account the contributions of the communities and service units, as well as their assessment and evaluation of community engagement initiatives.
- The policy endeavors to continuously make use of benchmarking and user surveys studies for review and best practices purposes.
- Quality is enhanced by the enthusiasm and dedication of individual staff and students.

11.6 Faculty Role in Community Engagement - Action Plan
As a part of community engagement, the following is the set of activities that the faculty will engage with the community:
- Host forums in their areas of expertise during the year
- Host local conferences on subjects of interest to the university and community
- Engage community leaders as advisory council members to provide advice on curriculum, applied research and consultancy services
- Engage community leaders in review of the mission, vision, objectives of the university and colleges
- Undertake applied research and consultancy services through for the community sectors
- Offer executive development programs through the University institutes and centers
- Engage community senior executives to be guest faculty for one or two sessions in a semester in senior undergraduate and all graduate courses to encourage students with industry and provide information related to the best practices in the industry.
- Engage in community orientation activities, such as media programs, press articles, interviews, meetings and others.

11.7 Support for and Recognition of faculty involved in Community Engagement
Within the context of particular challenges associated with the implementation of community
engagement, sustainable support for and recognition of the achievements of staff are regarded as priorities.

Appropriate recognition of and credit for staff involved in community engagement is integrated into performance management system of the University ensuring growth in the status of community engagement in line with that of teaching and research.

11.8 Impact of Community Engagement

The impact of community engagement and outreach must be determined and reported on annually by the institution in consultation with relevant internal and external stakeholders.

The following are some of the criteria that could be used in the evaluation:

- Partner satisfaction with the process and results
- Number and nature of projects according to the typology, as well as the number of students/communities involved and the nature of involvement
- Student satisfaction
- Community satisfaction
- Geographic areas impacted
- Number of courses that include work-integrated learning and/or service learning
- Number of students in service-learning programs
- Number of research projects with a community engagement focus, as well as the nature of the research projects
- Number of students involved in research projects with a community engagement focus, as well as the nature of the research projects
- Number of employees involved in community outreach programs and the nature of involvement
- Number of employees involved in community engagement programs according to typology, as well as the nature of involvement
- Number of employees engaged in research with a community engagement focus as well as the nature of involvement
- Number of employees/students voluntarily involved with community outreach
- Changes to the quality of life of communities as a result of community engagement and outreach
- Changes to quality of learning and research.

11.8 Review and Revision

The Vice Chancellors are responsible for initiating the review of this policy according to the Policy regulations.