American University in the Emirates

Faculty Handbook

2020-2021

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1 INTRODUCTION

The American University in the Emirates (AUE) is a truly American-style institution that appreciates and celebrates its home's culture and values, the United Arab Emirates. AUE is the appropriate educational option for students interested in immediate entry into the professional world. Coursework in the AUE colleges is designed to prepare graduates to foster innovation, collaborate effectively, and assume leadership roles within diverse organizations.

American University in the Emirates' (AUE) motto is that "Nothing is Impossible" and through this empowering phrase, it continuously nurtures its students to take on their studies like taking on the working world through a perfectly constructed pathway to success.

Since establishing in 2006 with accreditation from the Ministry of Education, AUE has grown with an ever-increasing number of students from 25 different countries. With an American educational system intact, AUE boasts seven colleges of Media and Mass Communication, Business Administration, Law, Design, Computer Information Technology, Security and Global Studies and Education, which all cater to the current and future needs of all the dominating and niche markets.

AUE's mission is to continue moving forward, adopt new technologies, and utilize innovative methodologies that add value to all the multitudes of the educational process. What sets AUE apart is the aim to create leaders spearheading their respective fields of study. AUE graduates leaders, not followers, CEOs, not employees, thinkers, and problem-solvers, not just mere mediocre students, who contribute to the continuous advancement of the United Arab Emirates.

AUE strongly believes that great moments are born, and great opportunities are nurtured. The University is based in a great country and a world-class city, which requires a world-class education to realize the vision of United Arab Emirates rulers

The Faculty Handbook is essential to the Faculty members of the American University in the Emirates, as key stakeholders, for the dissemination and implementation of relevant policies, procedures, and guidelines that shall facilitate the operations of the academic affairs.

The Faculty Handbook is circulated among faculty and relevant staff members. Faculty members have the responsibility to acquaint themselves with this document, as the presented policies and regulations are fundamental to their engagement at the American University in the Emirates. The Vice President for Academic Affairs or the Human Resource Department shall inform faculty members of any amendments made to the Faculty Handbook, once these are officially agreed upon by the Academic Council, University Council, and the Board of Trustees.

2 UNIVERSITY VISION AND MISSION

2.1 University Vision

The American University in the Emirates (AUE) is dedicated to be one of the leading higher educational institutions locally and regionally, providing an integrated pathway for students to become creative, effective, and productive members of the community.

2.2 University Mission

The American University in the Emirates is a coeducational undergraduate and graduate degree-granting institution committed to preparing students as global citizens for future career aspirations and lifelong learning through quality teaching, research, and service opportunities.

2.3 University Goals

Goal 1: Engage in sustainable practices in the areas of finance, health, safety, and risk management

Goal 2: Integrate quality management and institutional effectiveness processes across the university to seek improvement by using results

Goal 3: Offer quality academic programs that enable students' success as professionals and positive contributors to their various communities

Goal 4: Promote and support academic research at AUE

Goal 5: Enhance and expand student and academic support services based on best practices to support students at AUE

2.4 Core Values

AUE encourages all members of the University community to not only know and appreciate, but also live its core values on a daily basis. These values are intended to enrich the teaching and learning environment provided for our students to help them probe their own cultural perceptions, understand the modal assumptions of other cultures, and develop their critical thinking competencies, as well as their creativity.

This approach supports the inquiry-based method to learning and enables students to take full advantage of University life. In this way, AUE graduates are more likely to become well-rounded, responsible citizens and leaders. The core values of the American University in the Emirates may be articulated as follows:

- Improved Quality of Life.
- Respect and Dignity for All.
- Equal Opportunities and Recognition.
- Openness, Trust, and Integrity.
- Innovation and Creativity.
- Teamwork and Partnership for Common Goals.
- Persistence and Entrepreneurialism.
- Stewardship and Economic Viability.

➢ Safety and Environmental Responsibility.

2.5 The Board of Trustees

The Board of trustees is the University governing board that consists of an appropriate balance of individuals who jointly guide the University to fulfill its academic mission and exercise governance through decision making. The board should have a range of expertise, including academic expertise, necessary to lead the policies and strategic planning of the institution, and business enterprises expertise that can oversite University financial stability. The Board of Trustees consists of ten members.

Governing Board Member	Affiliation
Major Gen. Dr. Ahmed Nasser Al Raisi	Chairman of the Board of Trustees
Mr. Khalaf Al Qubaisi	Deputy Chairman of the Board of Trustees
Prof. Muthanna G. Abdul Razzaq	President and CEO of the AUE
Mr. Mirza Al Sayegh	Board Member, Director - Office of H.H Sheikh Hamden Bin Rashid Al Maktoum
Matthew D. Shank, Ph.D.	President Emeritus and Professor of Marketing, Marymount University Interim President, World Affairs Council, Washington DC
Prof. Suzanne Trager Ortega	President of the Council of Graduate Schools, Board of Member
Dr. M. Jean Keller, Ctrs, Fals	Board Member, University of North Texas, USA
Dr. Rashid Alleem	Board Member, Chairman of Sharjah Electricity and Water Authority (SEWA)
Mr. Abdullatif Abdulla Ahmed Al Mulla	Group Chief Executive Officer of RMB, Member of the Board, AUE
Frank F. Islam	Chairman/ CEO of FI Investment Group (FIIG), USA
Major General Abdulla Al Hashmi	Assistant Undersecretary for Support Services, UAE Ministry of Defence
Mr. Khalid Nasser Alshamsi	Managing Director and Chief Investment Officer of Dubai Group

2.6 Organizational Chart

The Board of Trustees has approved the new structure of the American University in the Emirates that reflects the new organizational chart described below

Organizational Chart

Chairman - Board of Trustees
Ahmed Nasser Al Raisi

September 1st, 2020
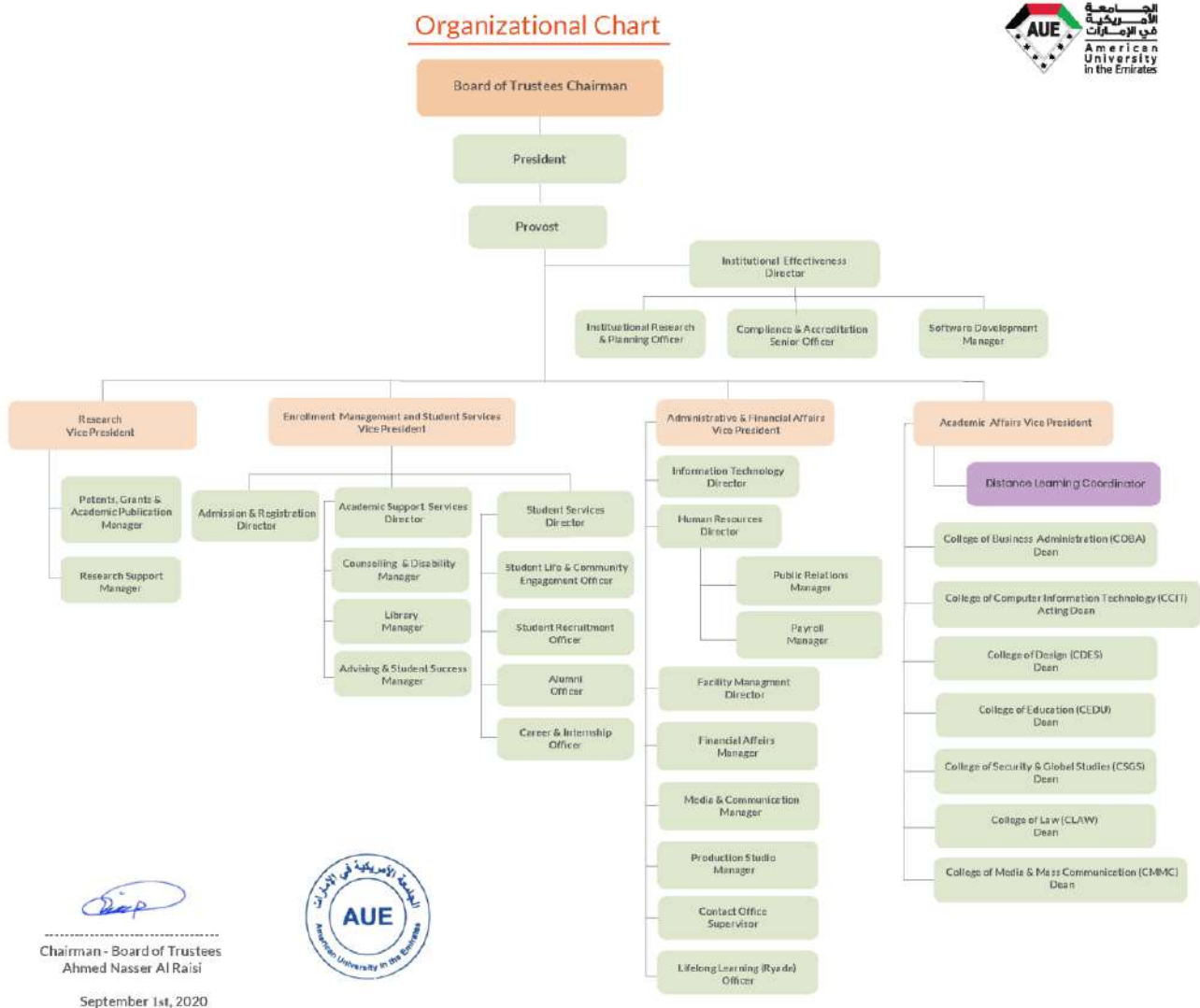
2.7 Senior Officers

The American University in the Emirates defines its Academic and Administrative Officers as the senior leaders within three reporting levels of the President. The AUE Organizational Chart, clearly identifies these positions which fall within the category of Academic and Administrative Officers.

Academic and Administrative Officers lead role in providing guidance and support to the academic and administrative units and liaise between the faculty members, staff, students, the Provost, and the President as appropriate. Academic and Administrative Vice President positions report to the Provost, College Deans and units' directors report to their respective Vice President.

2.7.1 President

As Chief Executive Officer, the President is Responsible for providing strategic leadership for the university by working with the Board of trustees and other management to establish long-term goals, strategies, plans, and policies.

2.7.2 Provost

Reporting to the President, the Provost plays a vital role to ensure that all aspects of the operations at AUE are efficient and effective. As such, the Provost is responsible for the strategic planning and its implementation, academic programs, research productivity, fiscal and physical operations, policy review and development, human resources' matters, and student services. In addition, the provost actively implements the quality assurance principles through benchmarking and accountability

2.7.3 Vice President for Academic Affairs

Reporting to the Provost, the Vice President for Academic Affairs (VPAA), as an Academic Officer, is responsible to coordinate tasks between the academic body of the university, the faculty, management, and various university units ensuring quality service, clarity in instruction, and the best utilization and harnessing for the talents of members of the academic body. As the chief administrative officer for AUE academic sector, the Vice President for Academic Affairs shall also maintain administrative supervision of the University academic programs.

2.7.4 Vice President for Administrative and Financial Affairs

Reporting to the Provost, the Vice President for Administration and Financial Services (VPAFA), as an Administrative Officer, liaise between the administrative departments of the university, the management, and various university units, ensuring quality service, clarity in instruction, and the best utilization of resources.

2.7.5 Vice President for Research

Reporting to the Provost, the Vice President of Research (VPR), as an Academic Officer, is responsible for the overall leadership in developing and promoting the University's research, scholarly and artistic work activities, and increasing research intensiveness and output. The VPR is responsible for establishing a research agenda in alignment with the UAE's strategic vision and

priorities while proactively ascertain future directions of research at the university by actively engaging faculty and student.

2.7.6 Vice President for Enrollment and Student Services

Reporting to the Provost, the Vice President for Enrollment Management and Student Services (VPEMSS), as an Administrative Officer, provides effective leadership to maintain a safe, healthy, and supportive environment and culture that addressed the needs in the areas of intellectual, physical, social, and emotional development of students. Formulate and implement goals and objectives in all areas of enrollment management as well as a student and academic support service that reflect the strategic plan of the University and promote a student-centered campus to include impeccable customer service, efficient operations, and tangible positive outcomes.

2.7.7 Deans

The Deans are responsible for providing clear leadership vision to the college by liaising with industries and government sectors in collaboration with faculty, senior leadership, and community stakeholders.

2.8 Academic Administrators

Program Directors and Department Chairs serve a prominent position in the continuum of academic administrators, as the supporting link between academic departments, administrative units, faculty members, students, and University Leadership. All the academic administrator's duties and responsibilities are fulfilled with the purpose of serving the best interest of students and achieving the University's mission.

2.8.1 Program Director

The Program Director is a faculty member who reports to the college dean with the assigned responsibilities to complement the efforts of educational program teaching, learning, curricula improvement, research, and services and to provide the academic and administrative leadership.

2.8.2 Department Chair

The department chair (also previously referred to as Program Coordinators or Program Chairs) is a faculty member who reports to the college dean with the assigned responsibilities to complement the efforts of departments teaching, learning, curricula improvement, research, and services and to provide the academic and administrative leadership.

2.9 Colleges and Programs

College	Program
College of Business Administration	Bachelor of Business Administration – Business Management
	Bachelor of Business Administration – Accounting
	Bachelor of Business Administration – Finance
	Bachelor of Business Administration – Insurance and Risk Management
	Bachelor of Business Administration – Hospital and Healthcare Management
	Bachelor of Business Administration – E-commerce and Marketing
	Bachelor of Business Administration – Human Resource Management
	Bachelor of Business Administration – Logistics and Supply Chain Management
	Master of Business Administration
	Master of Sport Management
	Master of Sports Management – Equine Track
College of Media and Mass Communication	Bachelor of Arts in Media and Mass Communication – International Relations
	Bachelor of Arts in Media and Mass Communication –Public Relations
	Bachelor of Arts in Media and Mass Communication –Radio and Television
	Bachelor of Arts in Media and Mass Communication –Integrated Marketing Communication
	Bachelor of Public Relations
College of Computer and Information Technology	Bachelor of Computer Science – Digital Forensics
	Bachelor of Computer Science – Network Security
	Bachelor of Science in Information Technology Management
	Master of Knowledge Management

College	Program
College of Education	Bachelor of Education – Educational Administration and Supervision*
	Bachelor of Education – Educational Technology *
	Bachelor of Education – Educational Psychology and Counselling *
	(*) *Starting from the Academic Year 2020-2021, there will be no new admission in Bachelor of Education due to the revamping of the program.*
College of Design	Bachelor of Science in Design – Digital Animation
	Bachelor of Science in Design – Fashion Design
	Bachelor of Science in Design – Graphic Design
	Bachelor of Science in Design – Interior Design
College of Security and Global Studies	Bachelor of Arts in Security and Strategic Studies – Crisis Management Communication
	Bachelor of Arts in Security and Strategic Studies – Disaster Management
	Bachelor of Arts in Security and Strategic Studies – Emergency Management
	Bachelor of Arts in Security and Strategic Studies – Risk Management
	Master of Security Studies and Information Analysis
	Master of Arts in Diplomacy
	Master of Arts in Security and Strategic Studies
College of Law	Bachelor of Law
	Master of Arbitration
	Master in Criminal Sciences
	Master in Intellectual Property
	Professional Master in Sports Law

3 FACULTY EMPLOYMENT

3.1 Faculty Appointment

The University appoints adequate, diversified, and qualified faculty members that are competent in their fields, with appropriate research records and work experience to ensure suitable faculty assignment based on the field of the specialization and at the level of instructions that fulfills the academic departments' goals and University mission. The faculty ranks at the University are Instructor, Assistant Professor, Associate Professor, and Professor. Full-Time Faculty and Visiting Faculty member are appointed at the Academic Rank equivalent to the prior rank earned at the time of appointment or with an academic promotion and adequate justification.

3.1.1 Full-Time Faculty Appointment

A full-time faculty member is defined as a faculty member appointed for an open contract (i.e. no end date) and expected to fulfill a faculty member's roles and responsibilities as specified in the contract and Faculty Role Policy. Full-time appointment is associated with the beginning of an academic year and includes a probation period stipulated in the contract. Full-time faculty appointment articulates the primary appointment and may include one or more secondary appointments.

3.1.2 Primary Appointment

The primary faculty appointment is associated with a particular college and department, which has the primary academic affiliation. Recommendations for appointment, evaluation, promotion, termination, leaves, and other actions pertaining to the faculty, are issued by the college and department of the primary department.

3.1.3 Secondary (Joint) Appointment

Secondary faculty appointment allows another college or department to share a full-time faculty member to contribute to secondary college or department within the stipulated workload. The primary college and academic department maintain the full-time faculty member supervision, performance evaluation, and promotion.

The length of the secondary appointment depends on the coordination between the affiliated college and the secondary college or department based on the demand; furthermore, the continuation of the secondary appointments depends on the primary appointment of the affiliated college and department.

A letter of secondary appointment is issued and sent to the faculty member outlining the expected length of the secondary appointment. A copy of the issued letter of secondary appointment is recorded in the faculty member's file.

3.1.4 Visiting Faculty Appointment

A visiting faculty appointment is defined as a fixed-term appointment for a minimum period of one semester and is expected to fulfill the faculty role and responsibility, as outlined in the Faculty Role Policy. Visiting faculty members can be appointed at any time during the academic year.

3.1.5 Part-Time Faculty Appointment

Part-Time faculty appointments are defined as temporary appointments for a limited period of time; in general, for one semester, part-time faculty members are assigned mainly to carry out teaching assignments within their field of specialization. The total number of part-time faculty member headcounts cannot exceed 25% in a given educational program.

Part-timers are required to fulfill their position and responsibilities as stipulated in their contract; to meet teaching contact hours, to comply with in-campus office hours, to attend examination periods, and to complete the course-file processes and other necessary reports. Part-time faculty appointments consider similar qualifications requirements for full-time and visiting faculty members. The appointment of part-time faculty members may be terminated at any time, with or without notice.

3.1.6 Undergraduate Faculty Appointment

Faculty appointed to teach undergraduate-level courses are required to hold a terminal degree earned from an internationally recognized institution of higher education or equivalency in the teaching discipline.

3.1.7 Graduate Faculty Appointment

Faculty appointed to teach graduate-level courses are required to hold a terminal degree earned from an internationally recognized institution of higher education, and either possessing an active record of research and scholarship, encompassing recent publications, or having a significant and relevant professional experience as practitioners in specialized fields.

3.2 Academic Officer Appointment

Academic officers are appointed to take a senior Administrative role. Appointed Academic Officer must hold a terminal degree earned from an international recognized institution of higher education, a progressive administrative in higher education

The institution must ensure that academic officers are qualified and equipped to provide guidance and accommodate these activities across the institution. All the academic officer's duties and responsibilities are fulfilled with the purpose of serving the best interest of their division, and achieving the University's mission

An Academic Officers may can be appointed during a recruitment process or by recommendation of the University Council. If appointment takes place during the recruitment process, the position must be defined and announced accordingly. During the recruitment process, the applicants must be aware of the position job description and teaching workload.

If the appointment is made during regular employment, the direct supervisor shall recommend the nominee to the University Council for approval. Upon the approval of the University Council, the University shall issue the new contract for the Academic Officer including the duties and job responsibilities. The Human Resources Department shall send the new employment contract, including the new compensation.

3.3 Academic Administrator Appointment

3.3.1 Department Chair Appointment

Department chairs are appointed for three-year terms and can be reappointed on the basis of the recommendation from the college dean and academic council approval.

A chair can be appointed during the faculty recruitment process or by appointment and recommendation by the college dean. If an appointment takes place during the recruitment process, the position must be defined and announced as a department chair. The applicants must be aware of the position job description, the term of office, and teaching workload during the recruitment process.

If an appointment is made during regular employment, deliberation between the college dean and the department faculty members, and the recommended nominee is proposed to the academic council for approval.

After academic council approval, the VPAA office sends the appointment letter to the appointed chair includes the duties and job responsibilities, the initial term, and compensation. Full-time faculty only are eligible for chair appointments; exceptions have to be accepted by the Vice President for Academic Affairs.

The college dean can end the appointment of a chair at any time after the approval of the academic council. The termination of chair appointment is not subject to grievance unless the grounds for termination are partial or against University policy. Termination of a chair appointment does not affect the employment faculty appointment.

The initial term for the department chair serves as a position trial period; the college dean shall review the performance of the chair at the end of the initial term. Upon satisfactory performance review, the chair shall serve the term of three years.

In the circumstances preventing the appointment of a department chair, the Dean may appoint an Acting Chair to exercise exactly standard chair job responsibilities and shall be evaluated according to similar performance standards of a regular chair. The Acting Chair eligibility is the same as that of a regular department chair, but it could include an appointment from outside the department. The administrative summer position shall be considered an appointment; the procedure shall be identical to the position of appointing an acting chair.

3.3.2 Program Director Appointment

Program directors are appointed for three-year terms and can be reappointed on the basis of the recommendation from the college dean and academic council approval.

A Program director can be appointed during the faculty recruitment process or by appointment and recommendation by the college dean. If an appointment takes place during the recruitment process, the position must be defined and announced as a Program director. The applicants must be aware of the position job description, the term of office, and teaching workload during the recruitment process.

If an appointment is made during regular employment, deliberation between the college dean and the department faculty members, and the recommended nominee is proposed to the academic council for approval.

After academic council approval, the VPAA office sends an appointment letter to the appointed Program director, includes the duties and job responsibilities, the initial term, and the compensation. Full-time faculty only are eligible for Program director appointments; exceptions have to be accepted by the VPAA.

The college dean can end the appointment of a program director at any time, after the approval of the academic council. The termination of the Program director appointment is not subject to grievance unless the grounds for termination are partial or against University policy. Termination of a Program director appointment does not affect the employment faculty appointment.

The initial term for the Program director serves as a position trial period; the college dean shall review the performance of the position at the end of the initial term. Upon satisfactory performance review, the Program Director shall serve the term of three years.

In circumstances preventing the appointment of a Program Director, the Dean may appoint an Acting Program Director to exercise exactly standard Program director job responsibilities and shall be evaluated according to similar performance standards of a regular program director. The Acting program director eligibility is the same as that of a regular director. The administrative summer position shall be considered an appointment; the procedure shall be identical to the position of appointing an acting program director.

3.4 Faculty Ranks

The faculty ranks at the University are Instructor, Assistant Professor; Associate Professor; and Professor. Full-Time Faculty and Visiting Faculty member are appointed at the Academic Rank equivalent to the prior rank earned at the time of appointment or with a promotion and adequate justification.

3.4.1 Instructor

Appointment at the rank of Instructor requires at least a Master's degree with a major in the discipline taught, and one of the following:

    a.   five years of teaching experience in the discipline;

b. a combination of five years of experience in teaching and other employment-related to the field;

c. the equivalent of eighteen-semester credits of graduate study in the field beyond the Master's degree;

d. an internationally recognized professional credential (such as certification as a public accountant);

3.4.2 Assistant Professor

Appointment at the rank of Assistant Professor requires a terminal degree in the area of specialization.

3.4.3 Associate Professor

Appointment at the rank of Associate Professor requires a terminal degree in the area of specialization and a minimum of four years' teaching and research experience in higher education in their field of specialization.

3.4.4 Full Professor

Appointment at the rank of Full Professor requires a terminal degree in the area of specialization and a minimum of eight years' teaching and research experience in higher education in their field of specialization.

3.4.5 Visiting Faculty

Appointment of visiting faculty are fixed-term appointment. Visiting faculty will be granted the same rank as held in a prior higher education institution.

3.4.6 Part-Time Faculty

Appointment of part-time faculty are need-based and can be appointed throughout the year. Part-time faculty will be granted the same rank as held in a prior higher education institution.

3.5 Equivalency Degree Certification

Upon appointment, all faculty members are required to obtain an equivalency letter issued by the Ministry of Education to affirm their degrees are equivalent to the United Arab Emirates education system.

The faculty members must initiate the equivalence process and submit the requisite documents prior to appointment; depending on the workload of the ministry, the results of the equivalence may be delayed; in similar circumstances, the faculty may be provisionally appointed until a successful equivalence result is obtained. In the event of insufficient equivalency due to incomplete documentation or additional attestation, the faculty member may resubmit and may appeal on the basis of the result. However, unsatisfactory equivalence result may lead to termination of appointment after exhausting all reapplications and appeal procedures.

Additionally, faculty members from non-US institutions must submit an equivalency degree certificate from a third-party organization like WES (World Education Services). This is to ensure that the degree of the appointed faculty is comparable to the education system in the States.

3.6 Faculty Appointment Records

Human Resources Department's responsibility is to ensure accurate employee records such as recruitment and selection, promotion, classification, compensation, and annual performance, as outlined in the Personnel Record Policy. Those official records for all the employees are placed safely in the Human Resource Department.

It is the responsibility of the Vice President of Academic Affairs/Provost to review the educational qualifications of the Academic staff, implement and execute the promotion/demotion/investigation procedures and provide appropriate records for the personnel files. Any requests from any individual for access to faculty personnel records except the subject employee or the superiors of the employee shall be referred to the Provost Office.

Please see 5 Employment Record for further details

3.7 Onboarding Process Phase

The onboarding process helps faculty members develop an awareness of their job role and institution's expectations and improve the emotional and social transition to gain overall working environment comfort. The onboarding process is a critical phase that guides new joining faculty members (full-time, visiting, and part-time) with institution characteristics, qualities, and culture that intends to familiarize them through long-term ongoing transition activities, which will accelerate adjustment to the new workplace, boost productivity and improve retention. Through the onboarding process, the University enables faculty members to develop an awareness of their job role and department's expectations and aid the emotional and social transition to gain overall working environment comfort.

Prior to the onboarding, newly appointed faculty members, pre-boarding activities are arranged from various sources, setting up the office, install equipment, and regularly send noteworthy information including the university's prominent policies, campus news, and city guides to appointed faculty before joining.

The onboarding process starts when newly appointed faculty members join, and it consists of University introduction and orientation, culture engagement activities, base college and department collegial induction, and mentor assignment.

3.7.1 New Appointed Faculty Orientation

In coordination with the Provost Office, hiring colleges and the HR department facilitate a one week of intensive orientation to the newly appointed full-time, visiting, and part-time faculty members prior to the beginning of the academic year. The orientation aims to empower faculty to adapt to the Institutional environment, building awareness of the University's mission and core values,

welcoming and promoting communication among the newly appointed and existing faculty, as well as contributing to effective and productive teaching and learning practices. The orientation covers additional supporting areas such as health and safety, library services, and government-related assistance services.

3.7.2 Faculty Mentoring

Mentors act as collaborative guides to the institution and its culture; they help newly joined faculty members to adapt to formal and informal department, college, and University norms. Furthermore, the role of the mentor is to enable faculty members to align and extend their instructional approaches to meet the department's expectations.

4   FACULTY QUALIFICATION

to guarantee that instructors with appropriate credentials and qualifications are appointed in compliance with local, regional, and international accrediting bodies. The policy highlights the faculty credentialing cycle and the roles and responsibilities of faculty, academic administrators (including the Vice President of Academic Affairs), and the Institutional Effectiveness Department. Additionally, the policy outlines the University's classification of the College of Business Administration (COBA) faculty according to the nature of their initial academic preparation and professional engagement activities.

The University recruits and retains competent and qualified faculty members to achieve the Institutional Mission and the Academic Department Goals. When making recruiting decisions and teaching assignments, the University determines the highest earned degree in the teaching discipline (or closely related discipline) as a primary consideration. Additionally, the University also considers qualifications other than academic credentials that encompasses active research and scholarly activities, professional experience and development, awards and recognition, or a combination of academic and other credentials, as outlined in the Faculty Credentialing Manual.

4.1 Faculty Credentialing Documentation

Official degrees, transcripts, resumes, and other documentation are required for all faculty members to develop their course credentials. Faculty members will not be approved to teach prior to the receipt of the required documentation. Teaching assignments' records of all faculty members must be validated prior the first day of classes.

4.2 Provision of Credential Information

Academic administrators (Deans, Department Chairs, Program Chairs, Program Directors, and the Vice President for Academic Affairs) identify and review the credential justification in the database and provide any additional comments to endorse credentials.

4.3 Credential Database

The University possess a systematic credential platform to document and review the faculty's academic and other credentials for teaching assignment. It demonstrates the courses that faculty members can teach along with appropriate justifications and series of approvals. Faculty and reviewers may include further comments and explanations via the credentialing database to support the provided justification.

4.4 Faculty Credentialing Review Process

4.4.1 Faculty Members

IIt is the responsibility of full-time, visiting, and part-time faculty members and academic administrators to provide evidence of teaching credentials. These include the official transcript from internationally recognized institutions of higher education, attested credentials by authorities where the degrees were

obtained, copies of licenses and certification, and certificates of equivalency from the Ministry of Education in the United Arab Emirates.

In instances when these documents do not meet the standard credentialing requirements identified, additional documentation may be needed to establish adequate qualifications of faculty for the assigned courses.

4.4.2 Department Chair / Program Directors

It is the responsibility of the Department Chair or Program Director to compel cases for supporting each faculty appointment and teaching assignment and provide evidence supporting the qualifications of faculty members with respect to the content of each course taught.

Upon the faculty member's submission of the credential, the Chair or Director shall examine all prospective faculty member's credentials to verify they meet the required qualification in line with SACSCOC standard 6.2 and CAA standard 5.4 and 5.5.

Chair or Program Director if the faculty member clearly establishes adequate justification and evidence to teach the assigned courses, and the credential then is submitted to the College Dean for approval. If the justification provided by the faculty is not sufficient to comply with the SACSCOC standards and CAA standards, the Department Chair or Program Director may revert it to the faculty member.

4.4.3 Deans

Upon the approval of the Department/Program Chair or Program Director, the Dean reviews the credentials to ensure that all faculty teaching in the academic department meet the required qualification and submit to the Vice President for Academic Affairs (VPAA) for approval. If the justification provided by the faculty is not sufficient to comply with the SACSCOC standards and CAA standards, the Dean shall revert it to the faculty member.

4.4.4 Vice President for Academic Affairs

The Vice President for Academic Affairs' responsibility is to review all prospective faculty member's credentials for ensuring that all teaching faculty meet the required qualification in line with SACSCOC and CAA Standards and confirm in writing their eligibility to teach the courses assigned. In cases where the courses assigned do not match with the faculty qualification, the Vice President for Academic Affairs provides guidance to faculty in developing additional justification to support the teaching assignment. Upon the Vice President for Academic Affairs' approval, the credentials are submitted to the Institutional Effectiveness Department for acceptance.

4.4.5 Institutional Effectiveness

The Institutional Effectiveness Department's role is to conduct ongoing review to ensure the faculty credential is in compliance with the CAA and SACSCOC standards and guidelines by verifying the faculty member's degrees, the courses assigned to teach, as well as the additional justifications provided. In case of any missing supporting documentation or inadequate justification, the Institutional Effectiveness

Department shall notify the Vice President for Academic Affairs. Upon completion of the faculty credentialing review cycle, the Institutional Effectiveness Department generates the faculty roster.

4.5 Faculty Roster

Upon the Institutional Effectiveness Department's verification of the faculty credentialing process in accordance with CAA and SACSCOC standards and guidelines, the faculty roster is generated for each semester reporting the qualifications and credentials of all full-time, visiting, and part-time faculty members teaching credit-bearing courses.

4.6 Academic Qualification

The University employs the following credential that is in compliances with the Commission for Academic Accreditation Standards (CAA) and Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) guidelines and standards.

A. Faculty teaching **undergraduate-related remedial courses**: a minimum of a baccalaureate degree in a discipline related to the subject taught.

B. Faculty teaching **general education courses** at the undergraduate level: doctorate or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).

C. Faculty teaching courses in **baccalaureate degree programs**: a terminal degree or equivalent in the teaching discipline, usually a doctorate or equivalent.

D. Faculty members who instruct in **graduate programs**: a relevant specialist terminal degree earned from an internationally recognized institution of higher education.

E. **Graduate teaching assistants**: master's in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.

4.6.1 Qualifications other than Academic Credentials

If the aforementioned academic qualifications are not met, alternative documentations of other credentials may be deemed. The Academic Department and Vice President for Academic Affairs shall provide justification on the faculty member's teaching assignment according to the combination of academic credentials and other credentials. The other non-academic qualifications considered in the faculty credentialing are as listed below.

4.6.2 Research and Scholarly Activities

Relevant active engagement in research and scholarly activities in the field of assigned course shall be provided, including such:

-   Abstracts of published papers from articles or proceedings,
-   Proof of book publication, including thorough reviewing process and press,
-   Copies of published reviews of an exhibition or performance,

- Copies of book reviews published in scholarly journals
- Other scholarly activities

4.6.3 Professional Certificates

A terminal degree or equivalent with an internationally recognized professional certificate relevant to the discipline may be submitted with adequate justification to demonstrate the required qualification for the teaching assignment.

4.6.4 Special Training

Significant training certificates from well recognized organizations that are relevant to the discipline and reflects the competencies required to teach the assigned courses may be considered based on the evidence provided and reviewers approval.

4.6.5 Teaching and/or Work Experience

Significant evidence of teaching and/or professional experience in the field relevant to the discipline could be provided with an adequate justification by the faculty member for demonstrating the required qualification for the teaching assignment. Acceptable evidence includes:

- Faculty Resume highlighting the teaching and/or professional experiences and other documentation that confirm the relevant position held.
- Rationale illustrating how the teaching and/or professional experience is relevant to the assigned course and its learning outcomes.

4.6.6 Awards and Honors

Prominent regional and national awards attained by faculty members for a published work or service to discipline, may be presented with an adequate justification to demonstrate the relevancy of the qualification with the teaching assignment.

4.7 Faculty Classification

In addition to the faculty credentialing, the University also places its COBA faculty into four distinct classifications--Practice Academics, Scholarly Academics, Scholarly Practitioners, and Instructional Practitioners--according to their academic and/or professional engagement activities that support the Institutional Mission.

4.7.1 Scholarly Academics (SA):

Faculty members who obtained their research doctorates or equivalent in the last five years from the date of the awarded degree are classified as, Scholarly Academic faculty members. In order to maintain the Scholarly Academics status upon appointment, faculty members are required to consistently demonstrate significant scholarly activities over a five-year period, as outlined below.

- Scholarly activities leading to the production of scholarship outcomes

- Relevant, active editorships with academic journals or other business publications
- Service on editorial boards or committees
- Validation of SA status through leadership positions, participation in recognized academic societies and associations, research awards, academic fellow status, invited presentations, etc.

4.7.2 Practice Academics (PA):

Faculty members who have expanded their initial preparation as academic scholars with activities that demonstrates an ongoing engagement with business and/or non-profit community including social entrepreneurial organizations, and other community related agencies, are classified as Practice Academics.

Faculty may pursue assortment of scholarly and/or professional engagement activities for sustaining their PA status within the five-year period, engagement activities may include the following:

- Consulting activities that are material in terms of time and substance
- Faculty internships
- Development and presentation of executive education programs
- Sustained professional work supporting qualified status
- Significant participation in business professional associations, professional standard-setting bodies, or policymaking bodies
- Practice-oriented intellectual contributions, as detailed in Standard 8
- Relevant, active service on boards of directors
- Documented continuing professional education experiences
- Participation in professional events that focus on the practice of business, management, and related issues
- Participation in other activities that place faculty in direct engagement with business or other organizational leaders

4.7.3 Scholarly Practitioners (SP)

Scholarly Practitioners status is granted to faculty who expand their experience with engagement activities including **significant scholarly activities in the teaching field**. To sustain Scholarly Practitioners status, faculty members must demonstrate involvement in a minimum of the two following categories of practice-oriented scholarships within the five-years period:

- Relevant scholarship outcomes, such as the publication of articles or conference presentations and papers, book chapters, textbooks, similar contributions.
- Relevant, active editorships with academic, professional, or other business/management publications.
- Service on editorial boards or committees.
- Validation of SP status through leadership positions in recognized academic societies, research awards, academic fellow status, invite presentations, etc.

- Development and presentation of continuing professional education activities or executive education programs.
- Substantive roles and participation in academic associations, professional standard setting-bodies or policy-making bodies

4.7.4 Instructional Practitioners (IP)

Faculty members who have recent and significant professional experience, that is relevant to the teaching field are classified as Instructional Practitioners (IP). For sustaining the Instructional Practitioners status, faculty members must significantly demonstrate engagement activities within five years period, in any of the following categories:

- Consulting activities that are material in terms of time and substance
- Faculty internships
- Development and presentation of executive education programs
- Sustained professional work supporting IP status
- Significant participation in business professional associations, professional standard-setting bodies, or policymaking bodies
- Relevant, active service on boards of directors
- Documented continuing professional education experiences
- Documented professional certifications in the area of teaching
- Participation in professional events that focus on the practice of business, management, and related issues
- Participation in other activities that place faculty in direct contact with business and other organizational leaders

4.7.5 Other (Additional Faculty)

Faulty members whose credentials do not meet the criteria for SA, PA, SP, or IP status, are classified as "Other". The number of these faculty members may not exceed 10% of faculty resources specifically in the College of Business Administration/ at the discipline.

5   FACULTY ROLE AND JOB DESCRIPTION

Faculty members are expected to employ their professional expertise in teaching, assessing student work, academic advising, student support, participating in administrative and committee activities, professional service, community service, and governance.

5.1 Teaching

Research and practice-driven teaching are one of the key roles of faculty members and University pillars. Faculty members are expected to adopt the latest pedagogical techniques that stimulate students to inquiry and encompass a broad and coherent body of knowledge, attaining the skills and competencies through engaging delivery techniques and development of appropriate assessments that evaluate student learning. The University endorses respect, enthusiasm, engagement, and collaboration as a teaching theme.

5.2 Supervision

The supervision of thesis, capstone, and internship is part of the faculty role; student supervision embraces guidance, embedding the discipline competencies and autonomy in developing new approaches, managing professional activities in a real environment.

5.3 Research

Research is a significant aspect of faculty members' responsibility at the University. All full-time faculty members are expected to engage in scholarly activities and contribute to the mission of the University. In addition, only research-active faculty members with documented evidence of being an active researcher and current record of research citations are eligible to teach in the Graduate programs.

5.4 Academic Advising

Faculty members are responsible for advising students. The role of an Academic Adviser involves guiding the students through the program learning outcomes, curriculum planning, and career planning.

5.5 Student Support

Students enrolled in any program at AUE are supported at different levels. University assigns academic advisors to the students based on their college, program, and concentration. Faculty as an advisor enhances students' performance through supporting them in executing their educational plans, developing their career plans, and mentoring them to enrich their academic standing through improving course engagement. Students are always welcome to seek academic guidance from their concerned faculty members and advisor. Advisors conduct their diagnostic tests/interviews to identify students' improvement areas in soft, motor, technical skills, and contemporary academic topics. Based on their standing in the diagnostic test, they are recommended to attend different programs and courses on campus and, if needed, outside.

5.6 Evaluating Student Performance / Grading Evaluation

Students' performance evaluation and grading are the responsibility of the faculty members. Providing clear assessment criteria that reflect course content and its learning outcomes, setting expectations for students, and avoiding cognitive bias are themes of student performance evaluation.

5.7 Curriculum Development

Faculty members contribute to regular curriculum development and review through program and college committees upon assignment; the contribution involves reviewing and improving the existing curriculum or developing new specializations or programs.

5.8 Management / Administration

Faculty members might be allocated to administrative positions within the academic department or assigned through the college committee, task force, or workgroup to accomplish particular assignments or projects, such as accreditation, recruitment, research administration, consultation, and service to University, discipline, and community.

5.9 Community Service

One of the main objectives of AUE is to play a major role in the community, and faculty members are expected to lead the way. Faculty members are highly encouraged to serve and help the community voluntarily as a responsible member of the academic fraternity.

5.10 Governance

AUE promotes the culture of collective leadership and expects all members, especially the faculty, to participate in meetings, committees, formal teams proactively, and other groups constituted for shared decision-making. The presence of the elected faculty representatives in the council's meetings is a statutory requirement that allows such representatives to participate in the decision-making process directly. Other faculty members are also assigned (on rotation) to the various roles in the governance of the respective colleges, and University-level decision-making process regarding assessments, curriculum, research, discipline, grievance, promotions, etc. In line with best practices, the faculty also serves as a member of the faculty senate with the prime responsibility of examining matters pertaining to University welfare, including, but not limited to, quality teaching-learning, research, academic freedom, other academic affairs, and/or any other relevant subject to realize the University mission and make recommendations for the academic and university councils. In addition, the Chair of the Faculty Senate is elected in a democratic way and serves as a faculty representative in the University Council and as a liaison of the faculty to the University Administration.

6 PROFESSIONAL DEVELOPMENT

The University is committed to provide professional development opportunities and training programs to all faculty members, including part-time, that are relevant to the Institutional mission, to enrich faculty members' career paths by enhancing their use of technology, foster innovative teaching, research capabilities, and advancement of the field.

Professional development is the learning opportunity pursued by faculty members to retain and improve their expertise, knowledge, and skills. Professional development programs may be conducted in different forms; off-campus, on-campus, online, videoconference, self-study or pre-recorded professional development and other forms, the scope of the professional development includes:

6.1 Discipline-Specific Professional Development

Discipline-specific professional development concentrates on advancement in the field. It directly contributes to the quality, rigor, and innovation of teaching, learning, and research. It can be offered in various forms, certification programs, conferences, or workshops. Discipline-specific professional development is applicable for full-time, visiting, and part-time faculty members.

6.2 Instructional & Supervision Professional Development

Instructional & Supervision Professional Development promotes innovation of teaching, learning, and the development of undergraduate and graduate curricula and pedagogy. These professional development activities aim to enhance undergraduate and graduate delivery and supervision quality through pedagogical innovation in areas such as student-centered learning, course design, student assessment techniques, diversity and inclusion in classrooms, and academic advising. Instructional & supervision professional development is applicable for full-time, visiting, and part-time faculty members.

6.3 Tool-Specific Professional Development

Training activities focus on discipline-related software applications, instructional technology, and learning management system tools applied by the University. This type of training is ongoing for faculty members, especially technology-related training. Tool-specific professional development is applicable for full-time, visiting, and part-time faculty members.

6.4 Research-related Participation

Participation in academic activities, both national and international, workshops, or training in various forms, is highly encouraged. Such participation has a great role in the dissemination of knowledge and provides a great opportunity for research collaboration and the exchange of research expertise and skills. The University recognizes this role and provides the opportunity to the faculty members to participate in international scientific conferences, seminars, workshops relevant to the institution's Research Strategy. Research-related participation is applicable for full-time faculty only.

6.5 Creative Professional Development

Specialized faculty in art, architecture, digital animation and multimedia, fashion, design, and other creative disciplines are empowered to develop themselves through creative conferences, workshops, media conferences, and other types in innovative scholarly practice. Creative professional development is applicable for full-time, visiting, and part-time faculty members.

6.6 Faculty Orientations

To empower the new faculty and part-time faculty to contribute to a collegial and productive campus culture, necessary information on the teaching and learning philosophy in the University, directing the new faculty and part-time faculty to build awareness of the University's mission, values, and policies. Furthermore, another form of orientation is a series of scheduled professional development sessions aim to prepare faculty members in various subject matter assigned.

6.7 Performance-Based Professional Development

On the basis of job performance evaluations, faculty members with low-performance scores may be directed to pursue professional development activities in one or more areas; instructional, research, creative, and/or service to enhance the underscored areas.

6.8 Other Types of Professional Development

Faculty members can plan in coordination with their academic departments more forms of professional development, such as developmental assignments and professional association membership. Furthermore, the University can develop selected faculty members in educational management, accreditation, budgeting, and planning training to support the institution's mission.

6.9 Academic Degrees

Since recruiting policies of the University require deciding the institution's requirement for specialization and degrees, the University does not consider pursuing academic degrees part of faculty professional development scope, whether it is a greater or additional academic degree. Faculty members may self-pace pursue an academic degree without expecting any contribution or support from the University.

6.10 Membership

The University may cover the expense of institutional-level membership that contributes to the college and the University. However, only one full collective membership can be obtained per association; thus, if the University has membership by another faculty or staff, additional membership is not necessary. Furthermore, individual-nature membership expense is not allowable.

6.11 Alignment of Research Agenda

The University Research Agenda offers guidance on direction and priority for its faculty to recognize and classify fields and topics that contribute to regional challenges and national initiatives that warrant investigation. The University will devote institutional resources to encouraging and supporting the Faculty to support and accelerate national goals and will facilitate the professional development of its scholars to investigate and explore these directions. However, the University does not recognize initiatives for professional development and research proposals that are not in line with its research agenda.

6.12 Professional Development Leave

Faculty members are entitled to professional development activity leave only for face-to-face activity. However, professional development leave might be revoked if the activity is during college or department critical periods during the academic year, such as final examination, defense, or other inevitable obligations. Furthermore, the leave application provides the provision of covering the workload and other responsibilities.

6.13 Professional Development Expense Reimbursement

Professional development is a permitted expense and can be covered by the college and department professional development budget, as long as the terms of this policy are complied with.

7 FACULTY WORKLOAD

The University adheres to a consistent and transparent workload for all its faculty members and academic administrators to support and congruently meet its academic programs' needs. The University carries out its mission with the support of employing adequate and qualified faculty members to its academic programs, both credit-bearing and noncredit-bearing, in line with the international norms.

The University promotes equitable and reasonable workload assignments to its faculty members and academic administrators, taking into account the balance of expected outcomes in three vital areas: teaching, research, and services. Faculty members are expected to manage and significantly contribute to their duties and responsibilities as articulated in the Faculty Roles and Responsibilities Policy.

The College Dean is accountable for ensuring well-balanced workload assignments across academic departments and/or programs in compliance with the University Workload Policy. The workload assignments involve a wide range of faculty responsibilities, such as teaching, academic advising, supervision of thesis/capstone/internship, direct study, committee tasks, research, service, and curriculum development. Furthermore, workload assignments also consider the amount of course preparations, level of courses taught, student enrollments, and administrative duties.

7.1 Teaching Load

The University adheres to the following faculty workload assignment. Faculty members/Instructors with high teaching load assignments in one semester should be assigned a lower load in the subsequent semester.

a. 30 credit hours or equivalent per academic year, including the summer period (typically no more than 15 credit hours per semester) for non-terminal degree holders teaching in the General Education component of programs.

b. 24 credit hours or equivalent per academic year, including the summer period (typically no more than 12 credit hours per semester) for faculty members with terminal degrees teaching in undergraduate programs. If the exemption is granted by the CAA to allow faculty without a terminal degree to teach major courses, the limit of 24 credit hours will be applied to this faculty.

c. 18 credit hours or equivalent per academic year, including the summer period year (typically no more than 9 credit hours per semester) for faculty only teaching in graduate programs, or pro-rata for faculty teaching a mix of undergraduate and graduate courses.

d. 6 credit hours, or equivalent, per semester for part-time faculty.

e. Teaching during the summer term is calculated within the above limits (a-d) and cannot be mandated for faculty.

In exceptional circumstances where teaching overload is inevitable, the overload is limited to one (3) credit hour course per faculty member per year and compensated through direct overload compensation during the semester in which the overload is taught.

7.1.1 Teaching Load for Academic Officers and Administrators

The appropriate teaching load assigned for academic Officers and administrators is detailed in the table below (credit hours):

Academic Administrators	Teaching Load
Vice President for Academic Affairs	3
Vice President for Research	6
Dean	6
Associate Dean	9
Department Chair, Program Director	9

7.1.2 Teaching Load for Academic Supervision

The University includes the allocation of Thesis, Internship, and Capstone Graduation Project supervision in the calculation of the faculty workload. For faculty members who are assigned as academic supervisors to either Internship course or Capstone Graduation course, the load is calculated as one credit hour for every five (5) students. The supervision of either Internship or Capstone must not exceed fifteen (15) students per academic supervisor per semester. For the graduate thesis supervision, each student will constitute 0.5 credit hours workload per Thesis and shall not exceed three (3) credit hours per semester.

7.1.3 Teaching Load for Direct Study

The University considers the Direct Independent study in the faculty workload allocation. The direct independent study is calculated as one credit hour in the teaching load.

7.1.4 Teaching load for laboratory sessions

Faculty members delivering laboratory or studio sessions are assigned one (1) semester credit for every two laboratory hours per week over a fifteen (15) week semester.

7.2 Summer Teaching

Summer teaching options are subject to student demand for specific courses. While some colleges within the University offer only limited summer courses, others offer a range of full-time summer courses. Faculty members are invited to teach these summer sessions. Summer teaching is not considered part of the normal teaching load and is separately compensated, subject to completion of their teaching load, as stated in section 3.6.1 above.

8   GRADUATE ASSISTANTS

The University classifies the graduate assistants as either Graduate Teaching Assistants (TAs), Graduate Administrative Assistants (AAs), or Graduate Research Assistants (RAs). Regularly the nature of appointment for the graduate assistants may change among these classifications during their graduate education.

8.1.1 Graduate Teaching Assistant:

Graduate teaching assistant is an enrolled graduate student in the University, whose primary responsibility is to assist in class preparation, grading student's coursework, office hours, classroom and/or laboratory teaching, and other teaching tasks as determined by the supervisor.

Graduate teaching assistants are under the direct and close supervision of a faculty member. The supervising faculty member and the graduate teaching assistant must meet to discuss and agree on the expectations and the nature of work prior to the start of the assistantship, as outlined in the job description of the graduate teaching assistant.

The official responsibility of the graduate teaching assistant is considered completed upon the grade publishing of the course work.

8.1.2 Graduate Research Assistants

The graduate research assistant is an enrolled graduate student at the University, whose primary responsibility is to assist the direct supervisor on research. Graduate research assistant should be assigned to conduct research that is relevant to his/her thesis. The responsibility of the graduate research assistant differs according to the nature of the research. Based on the assigned duties and instruction of the direct supervisor, graduate research assistant may perform their research tasks off-campus or in-campus when classes are not officially in session.

Graduate research assistants are under the direct and close supervision of a faculty member. The supervising faculty member and the graduate research assistant must meet to discuss and agree on the expectations and the nature of work prior to the start of the assistantship, as outlined in the job description of the graduate research assistant.

9 PERSONAL RECORDS

The University maintains records for its full-time, visiting, part-time faculty members that includes the history and status of the entire employment relationship. The University retains the personnel documents to use, analyze, and report information for decision making. Personnel records comprise information such as emergency contacts, addresses, tracking of the performance reviews, disciplinary letters, qualifications, credentials, recruitment, and appointment information.

9.1 Storage and Confidentiality of Personnel Records

The University strictly maintains the confidentiality of the faculty record under its custody. The practice of the University is not to release this information except by operation of law. The faculty record files are all kept within a secured Human Resources storeroom that is restricted to authorized staff. Only employees designated by the department head can access the storeroom and the human resources information system profiles.

9.2 Personnel Record Access

Access to faculty files must be consistent throughout the employment life cycle and easily reached by the designated executives for different purposes, including the requirement of government bodies or legal purposes.

Any requests from any individual for access to personnel records except the subject employee or the superiors of the employee shall be referred to the Department of Human Resources.

9.3 Maintaining Personnel Records

The Human Resources Department is responsible for ensuring adherence and compliance of the defined policy and conducting periodic reviews and audits to ensure that necessary documents have been filed and completed, date-sensitive documents have not expired, and to ensure compliance of the University requirement and accuracy of the faculty information and documentation.

All faculty are responsible to promptly notify the Human Resources Department within a maximum of 30 days of any changes in personal information, including; the legal name, change of marital status, personal mailing address, mobile and home telephone number, details of dependents, contact person in the event of any emergency and for any other information.

9.4 Retention and Disposal

The Human Resource Department maintains hard copy records of interviewed candidates for at least a period of one year and at least two years for soft records. In addition, the Human Resources Department maintains employee personal files for all leavers for at least 3 years. All personal files related to an employee who has been under a legal case, must be kept at all the time. A regular disposal plan for documents that have met or exceeded this record retention requirement will be done via shredding.

10 FACULTY MEMBER CONTRACTS

The faculty contract formalizes the recruitment and employment relationship between each faculty member and the American University in the Emirates in writing.

10.1 Probationary Period and Appointment Length

Unless specified otherwise, appointments are based on unlimited contracts; the continuation of employment is subject to achievement assessment. The first four to six months of service is considered a probationary period. A letter confirming the continuation of employment decision denotes appreciation of the faculty member's performance and trust in his or her potential for continuing progress. At the end of the academic year, the Dean will discuss performance recommendations with each concerned college faculty member. A faculty member may be separated during the probationary period if his or her performance is unsatisfactory. In such a case, the faculty member is offered compensation based on UAE Labor Law number 8 of 1980.

10.2 Office Hours

All full-time and full-time equivalent faculty shall complete 8 working hours per day, including a lunch break, for 40 working hours per week, which shall include teaching, academic advising, office hours, proctoring, meetings, research, professional development, and community service. Faculty should allocate at least ten (10) working hours per week for office hours that are suitable for the students.

The faculty member shall work five (5) days per week, 44 weeks per academic year, with assigned working hours during the hours of University operations based on their academic schedules and other requirements.

Similarly, part-time faculty shall complete at least one office hour per week to meet with students and answer their queries outside of the class timing.

10.3 Appointment Extensions or Modifications

Any subsequent extensions or modifications of an appointment, and any special understandings, shall be stated and confirmed in writing by the University, following necessary recommendations.

10.4 Contract Renewal

The Faculty contract is an open contract in nature, in order to foster a high level of job security and gain commitment and loyalty toward the university. Unlimited contacts are provided for an open period; therefore, it does not have a defined period of completion following Article 39 from the UAE Labor Federal Law number 8 of 1980.

10.5 Continuation of Employment

To continue the employment contract, full-time faculty must meet the below:

  a. Completion of Probationary Period: Upon completion of the probationary period mentioned above, a full-time faculty will receive an official letter of continuation of employment subject to meeting all necessary standards as stated in the associated job role.
  b. Annual Performance: Employee must complete the annual performance assessment, which is derived from the position job description and success criteria. (Please see Faculty and Staff Performance evaluation Policy).
  c. Equivalency Degree Certification

Upon appointment, all full-time, visiting, and part-time faculty staff are required to obtain an equivalency letter issued by the Ministry of Education to affirm their degrees is equivalent to the United Arab Emirates education system. The faculty staff must initiate the equivalence process and submit the requisite documents prior to appointment. Depending on the workload of the ministry, the results of the equivalence may be delayed; in similar circumstances, the faculty may be provisionally appointed until successful equivalence result is obtained. In the event of insufficient equivalency due to incomplete documentation or additional attestation, the faculty member may resubmit and may appeal on the basis of the result. However, unsatisfactory equivalence result may lead to termination of appointment after exhausting all reapplications and appeal procedures.

10.6 Discontinuation

Discontinuation is based upon the recommendation of the supervisor due to unacceptable conduct as per the disciplinary policy or consistent poor performance. In case the evaluation is consistently below the expectation, the Faculty or the professional staff will be notified about the discontinuation and notice period of up to three months from the date of the notification.

10.7 Notice of Discontinuation of Employment

A faculty member must provide notice of his or her intention to leave the University in accordance with the following requirements:

  a. A faculty member's contract may be terminated within the probation period with no notice period.
  b. A faculty member may resign by submitting a written resignation to the College Dean one regular (only for fall and spring) semester, or three months ahead of the intended time. However, the resignation will be considered valid only after receiving approval from the Vice President for Academic Affairs.

10.8 External Employment

Any external employment by the faculty members is prohibited during their contractual agreement with the University unless a formal request is submitted and approved by the concerned individual and offices.

10.9 Faculty Retention Policy

The AUE recognizes that the ability to recruit and retain high caliber faculty and staff is institution academic strength; in that way, the University can maintain efficiency and minimal interruptions of its operations. Hence, the University shares the responsibility of attracting and retaining talented, skilled, and ambitious individuals. The purpose of this policy is to outline the institution's strategies to retain qualified and skilled employees.

10.9.1   Employees' Orientation and Onboarding

All AUE staff should receive an Induction in the first week of their joining date. Attendance on Induction will be arranged at the same time as the formal offer of employment is made.

All staff will attend the mandatory health and safety training. All staff should have an onboarding plan in place and should be assigned a mentor, which will be arranged by their line manager. All new full-time faculty members should receive an orientation workshop prior to the start of the semester.

10.9.2   Rewards and Recognition

The University is committed to reward employees who are overachieving and go the extra mile as the AUE promotes a culture where good work done by employees is valued, and their immense efforts are recognized.

10.9.3   Appraisal

All staff shall be appraised annually. Appraisals give the opportunity to recognize and reward employees and to ensure they feel valued for the work that they do. Appraisals shall be part of regular open communication between supervisors and employees regarding job's expectations, performance objectives, performance standards, and personal goals.

10.9.4   Staff Professional Development

The University is committed to provide professional development opportunities and training programs to Faculty and professional staff, as it continues to not only be competent in their field of work but also ensures that all employees are up to date with the relevant knowledge and skills. For further information, please refer to Faculty and Staff Professional Development policies.

10.9.5   Staff Survey

AUE conducts a staff satisfaction survey on an annual basis. The results of the staff survey are analyzed to improve the areas of concern.

10.9.6   Staff Benefits

AUE provides its employees with additional benefits. For further information, please refer to the Compensation and Benefits Policy.

10.9.7   Flexible Working

AUE provides opportunities for employees to manage their work responsibilities by adjusting the working hours that suit the operation and special needs. An employee may request to change working hours with a reasonable justification related to health, transportation, family, or education purposes.

The employee must at all the time be accountable to complete the required working hours per week as per the employment contract or compensate them at the earliest.

Subject to the approval of the supervisor and within reason, employees are eligible to apply for a short leave at a maximum of 4 hours, once per month. The employee must have a good record of attendance, and excessive request might be rejected. This policy does not apply to employees with performance evaluation lower than 69%

10.9.8   Remote working

AUE allow in special circumstance employee to work remotely for a specific period of time, or a specific period of the day. Remote work can be granted in case the work cannot be delegated to someone else, and the work can be performed at the same level of expectation if carried out on-site or in case of an emergency situation where urgent tasks must be completed. Prior approval must be granted to such request and subject to the management decision on a case to case basis.

10.9.9   Exit Interview

In order to retain talent and reduce the turnover, The Human Resources Department conducts an exit interview for all resigning employees in order to understand the motive of their resignation, learn from the feedback, and identify areas for improvement. On some occasions, an Exit interview can be an opportunity to clear up the misunderstanding, eliminate the reason for resignation, and reinstate the employment relationship.

11   COMPENSATION

11.1 Salary Structure

11.1.1   Full-Time Faculty

The University defines academic staff salary ranges and conditions of recruitment applicable at the University and applies a salary scale based on the criteria for each hiring level.

The Human Resources Department of the University ensures that the academic staff's payment is transferred to his/her bank account of his/her choice, as recorded by a monthly pay-slip and on a monthly basis.

As a requirement of recruitment, every academic staff shall work in one of the University's Colleges as determined by the University to meet the University's mission and requirements. Full-time academic staff salary is calculated based on his/her qualifications, academic rank, teaching experience, and any other relevant experience related to the Faculty Staff specialty. The University will follow a salary scale for each academic rank.

- ➢ The academic staff salary breakdown is calculated as per the following:
- ➢ Basic Salary (based on the qualification and the academic rank)
- ➢ University Allowance
- ➢ Special Allowance (based on the teaching experience and other relevant experience)
- ➢ Accommodation Allowance (based on qualification and marital status)
- ➢ Transportation Allowance
- ➢ Position Allowance (in case of holding administrative position)

11.1.2   Visiting Faculty

Visiting Faculty members' salary is calculated as per the above scale mentioned in Section (a) and is paid as a lump sum on a monthly basis during the period of his/her employment.

11.1.3   Part-Time Faculty

Part-time Faculty members receive their salaries based on his/her contractual teaching workloads, which are calculated on an hourly basis and at levels dependent on their final earned degree. Detailed schedules for payments will be made available via the Human Resource Department.

11.2 Housing

Housing allowance is one of the primary salary breakdown elements for all the permanent/full-time academic staff at the University. Housing allowance is provided based on the marital status and level of the earned degree.

11.3 Annual Air Travel Tickets Allowance.

11.3.1   Academic Staff

All academic staff (except Vice Presidents) are entitled to receive cash in lieu of return economy class air travel tickets, based on annual updated rates of International Air Transport Association (IATA), for themselves, spouse, and up to two children residing in the United Arab Emirates (18 years and below and are under the Faculty Staff sponsorship) upon completion of each one year of continuous employment, to the capital of their country of origin, according to their citizenship passport used for visa stamping and subject to their presence in the United Arab Emirates.

11.3.2   Vice Presidents

Academic Vice Presidents are eligible to receive a cash in lieu of return Business Class air travel tickets, based on annual updated rates of International Air Transport Association IATA, for themselves, spouse and up to two children residing in the United Arab Emirates (18 years and below and are under his/her sponsorship) upon completion of each one year of continuous employment, to the capital of their country of origin, according to their citizenship passport used for visa stamping and subject to their presence in the United Arab Emirates.

11.3.3   Limitations

➢ Where a spouse of any employee is not working elsewhere inside the UAE, a non-duplication form undertaking shall be duly filled and signed by the academic staff in order to cover the travel benefit provided to the HRD.
➢ If the academic staff has been hired from outside UAE, he/she will be provided with a joining air travel ticket for him/her only, in addition to the annual air ticket allowance articulated herein.
➢ If the academic staff has been hired from outside his country of origin, her/his annual leave air travel ticket shall be provided based on his/her country of origin.

11.4 Medical Health Insurance Allowance

All University Faculty staff within the UAE are provided with medical insurance and related plans. Faculty staff including, spouse and up to two children residing in the United Arab Emirates (18 years and below and are under the faculty staff sponsorship) are eligible for medical health insurance and related plan.

11.4.1   Limitation and Exclusion:

Academic staff may, at his/her own expense, add additional medical health coverage, such as global coverage.

The medical health insurance of the other family members of the academic staff shall be prepared and provided after the completion of the residency visa formalities and due process.

Where the academic staff medical health insurance company imposes an extra policy premium, in cases where the academic staff has exceeded an age of 65 years or any other reason, the latter shall pay the difference on his own cost.

Where the University medical health insurance company imposes an extra policy premium, in cases where the academic staff has its spouse or any children with special needs or suffering from critical disease or any other specific reason, the latter shall pay the difference on his own cost.

Medical health insurance policy table of benefits and related plan, medical health insurance company, medical health insurance policy provider and Third-Party Administrator can be changed by the University at any time during the term of the medical health insurance policy or at the expiry date of said policy.

Where a spouse of any academic staff is not working elsewhere within inside the UAE, a non-duplication form undertaking shall be duly filled and signed by the spouse's employer academic staff in order to cover the medical health insurance benefit provided to the HRD.

11.5 Education Allowances

Faculty members are eligible for an educational allowance as stipulated in their employment contracts, subject to the following:

- ➢ Children under their sponsorship.
- ➢ From (KG1) to (G12) but not exceeding 18 years old.
- ➢ Home teaching of dependents shall not be a part of education allowance.
- ➢ Registration and fees payment shall be subject to valid invoices that should be submitted to HRD.
- ➢ Where a spouse of any academic staff is not working elsewhere within inside the UAE, a non-duplication form undertaking shall be duly filled and signed by the spouse's employer Faculty Staff in order to cover the education allowance benefit is to be provided to the HRD.

11.6 Overload for Teaching Faculty

In exceptional circumstances where teaching assignments in excess of the above requirements (" Overload") are inevitable, the overload is limited to one course of three credit hours per faculty member per year. Faculty members are compensated either through reduced teaching assignments in the next regular semester after the semester in which the overload is taught, or through direct overload compensation by the end of the academic year in which the overload is taught.

Overtime or additional duties shall not be considered as overload unless a prior written assignment specifying an overtime duty by the supervisor.

11.7 Summer Teaching

Full-time Faculty members, who have agreed to teach courses not exceeding two courses of six credit hours during the summer semester and who are on their annual leave during the summer

semester, will be paid for these extra credit hours on a part-time basis in addition to their current full-time employment wage (According to the University pay scale of Part-time faculty members).

Full-time faculty members who are not on their annual leave during the summer semester and on their own decision accepted to teach courses not exceeding two courses of six credit hours will be paid (50%) of the amount stipulated for Part-time faculty member in addition to their current full-time employment wage.

11.8 Academic Administrator Position Allowance

Academic staff with administrative positions (academic administrators) are eligible for position allowance to be paid monthly during the period of his/her appointment. Additionally, Academic Administrators are eligible for course release. Please check the Faculty workload policy for more details.

11.9 Increment and Reward

The University's scheme of increments and rewards aim to enhance Faculty Staff performance and recognition. Hence, funds are granted based on merit and significant achievement in teaching, research, service, and contribution to the University and its community.

11.10 Promotion Adjustment

Academic staff shall be eligible for any adjustments in the salary in accordance with the new position within the University salary structure upon receiving the letter of his/her promotion.

11.11 Repatriation

At the end of employment, all academic staff (if eligible) will receive a one-way air travel ticket to the Capital of the Country of Origin for self only in Economy Class and business class for vice presidents, subject to the presence in the UAE and completion of required clearance documents required by the competent authorities and the University.

11.12 Limitations

This policy is not applicable for academic Staff whom their employment is discontinued based on Article 120 from the UAE Labor Federal Law number 8 of 1980 and its amendments as applicable from time to time.

This policy is not applicable to faculty members who have ended their employment through resignation and intend to join another employer, inside the UAE, upon the end of the employment relation, as the latter shall bear the cost of the ex-faculty repatriation at the end of his/her service.

11.13 Death Indemnification

In the case of academic staff death during active service with the University in which such death results from a work-related injury or occupational disease, the family of the employee shall be entitled to compensation as per the applicable UAE Labor Law.

11.14   Disability Indemnification

In the event of academic staff total or partial disability resulting from work-associated injuries, the employee is entitled to damages and indemnity as per the applicable UAE Labor Law after the insurance company investigation (if required).

12   LEAVE OF ABSENCE

Administrative Staff availability and their constant involvement in the University operation is deemed essential, except during annual leave, sick leave or maternity leave. The approval or rejection of requested leave is subject to the direct supervisor and the Vice President for Academic Affairs decision.

12.1 Annual Leave

The University may determine the commencement date of the annual leave of each employee; the leave can be divided into two or more parts (depending on the line manager/supervisor of the academic Staff) to avoid any discontinuation of any of the University functions. The direct line manager/supervisor is responsible for planning the employee leaves in order to ensure that there is no contradiction regarding a group of employees responsible for the same function having their annual leaves during the same period; the direct line manager/ supervisor should ensure the availability to provide the required services at any time and to ensure the stability of the operation of the College and the University.

➢ All academic staff (full-time faculty members, department chairs, program directors, assistant to deans, associate deans, college deans, academic vice presidents, and the Provost) are entitled to a fully accrued eight calendar weeks of paid annual leave, based upon the directives of the Ministry of Education, UAE and the stipulations of the faculty contractual agreement. In addition to this eight-week period, faculty members are eligible for all national and official holidays declared by the UAE government.

➢ All academic staff will be required to take leave during summer and regular semesters' breaks. Academic staff who do not take leave must have work plans approved by their supervisor and vice president for academic affairs. Annual leave requests need to be put in as far in advance as possible.

➢ Subject to the approval of the supervisor and superiors, any leave beyond the accrual leaves days will be considered unpaid leave.

➢ During a paid leave, employees' positions may not be filled except on a temporary basis (if required).

12.2 Leave Resumption

Extension of paid leave for employees (academic and administrative employees) is not possible under any circumstances. If the employee fails to return from his/her annual leave, he/she shall be forbidden from his salary for this period of his absence after the expiry of his leave, with effect from the last day of the approved leave.

Applying for Leave

a. A leave request should be submitted through the University Information System (UIS) for any kind of leave an employee wishes to request.

b. The UIS will automatically indicate the required resumption date based on the entered leave starting and ending dates.

c. Faculty resuming their work after availing any type of leave, except sick leave, should complete 5 to 8 calendar days of work, based on their individual schedule, to start availing their regular scheduled off days.

12.3 Sick Leave

Employees (academic and administrative employees) are entitled to a paid sick leave due to illness. The employees must apply for sick leave within two days of his/her sickness and include an official sick leave document from a local medical center and attested by Dubai Health Authority (DHA).

Employees are entitled to fifteen (15) days of sick leave with full pay per year. If the Employee is still sick and has already availed the 15 days of sick leave with full pay, he/she is still entitled to thirty (30) days sick leave with half paid salary. In case he/she spent the thirty (30) days sick leave, which is half paid salary, he/she is entitled to unpaid sick leave for thirty (30) days. Sick leave shall not exceed a period of ninety (90) days per year, either consecutive or intermittent. Furthermore, sick leave shall not be accumulated or carried forward to the next year.

During the probationary period, staff members are not entitled to any paid sick leave. If the employee did not resume work after exceeding ninety (90) days of sick leave, the University has the right to terminate the employment contract and pay the employee his/her end of services as per the UAE Labor Law.

12.4 Maternity Leave

All University full-time female employees who are legally married should inform their direct line manager/supervisor and the Human Resources Department in writing immediately about their pregnancy in order for them to plan the maternity leave and the necessary replacement. Eligible full-time female employees are entitled to maternity leave as follows:

12.4.1   Service of 365 days

If the continuous period of service at the University is equal or exceeds 365 days, full-time female legally married employee is eligible for maternity leave with full pay for a period of forty-five days (45 Days), including the time before and after delivery. She has the ability to extend her leave at an unpaid rate for a maximum period of 10 days.

12.4.2   Service more than 181 days

If the continuous period of service at the University is equal or more than 181 days or equal or less than 364 days, full-time employee female legally married is eligible for maternity leave with half pay for a period of forty-five days (45 Days), including the time before and after delivery. She has the ability to extend her leave at an unpaid rate for a maximum period of 10 days.

12.4.3   Maternity leave Expiry

Full-time female employee, who is legally married, on the expiry of the maternity leave, may discontinue working without pay for a maximum period of one hundred (100) consecutive or intermittent days if such absence is due to illness which doesn't enable her to resume work.

Such evidence shall be evidenced by a medical certificate issued by a medical authority attested by the competent health authority or endorsed by such authorities to the effect that the illness resulted from pregnancy or delivery. This evidence should be submitted to the University Human Resources Department Director within a maximum of two (2) days after the expiry of the maternity leave.

If the female employee fails to return from maternity leave, she shall be considered to have abandoned the position and is subject to discontinuation of employment. Leaves provided above shall not compute as part of any other kind of other leave.

12.4.4   Nursing break Hour

Full-time female employees who are legally married are entitled to nursing the child, during the 540 days following the date of delivery, are entitled to two breaks each day for this purpose, neither of which shall exceed half an hour (30 minutes each). The female employee must complete the remainder of 45 hours working per week. If a full-time female who is legally married and has joined the University after delivery and the 540 days following the date of delivery are not completed, she is not eligible for the post-maternity daily nursing break hour.

12.5 Pilgrimage (Hajj) Leave

A special leave without pay may be granted for the performance of pilgrimage (Hajj) to the employee once throughout his/her service and shall not be counted among other leaves and shall not exceed thirty (30) days.

12.6 Emergency Leave

If the University recognizes that there is a specific list of circumstances when an employee needs to take a necessary emergency leave. Therefore, the emergency leave shall be approved only based on special and compelling circumstances. The emergency leave is only for employee emergency cases, subject to the approval of the supervisor on emergency leave requests.

12.6.1   Length of Emergency Leave

Employees are allowed, based on this policy requirement, for a maximum of 5 unpaid full days of personal emergency leave every calendar year, subject to the supervisor's approval. There are a number of reasons for which emergency leave shall be considered as a loss of pay or deducted from the available annual leave balance covered under this Policy, which are:

➢ Serious illness of an immediate family member: Serious illness or life-threatening illness or injury of immediate family members that requires full admission to a hospital outside the UAE. The University defines immediate family members as parents, spouse, children, brothers, and sisters.

➢ Urgent matters: Urgent matters should be related to urgent documented cases outside the UAE, such as cases causing material, property, and money misfortune loss.

The decision to consider the availability of the employee where the urgent matter happened to avoid misfortune loss necessary is given only to the supervisor and his/her vice president. Any other matter will be considered urgent based on the supervisor's and his/her superiors' opinion and decision.

13   RESEARCH

The Office of Research has a strong commitment to encourage academic and applied research-based upon effective strategic goals to leverage research performance indicators in accordance with national and international benchmarking criteria. The Office of Research articulates the strategic orientations and procedures in the dedicated research manual. Below are the research outlines for expectations, responsibilities, and relevant policies:

13.1   Research Expectations

The University has a firm belief that academic research and professional development contribute to the overall enhancement, effective improvement, problem resolution, raising the standards of activities and services of the AUE, the UAE, and the region at large.

➢ AUE encourages research-led teaching and highly encourages faculty members to engage in research, professional development, community service, and creative projects, monitored by the related College/University committees.

➢ To encourage faculty members to pursue scholarly activities, a course release policy shall apply to all faculty members.

➢ This policy has been put in place to encourage scholarly activity where faculty members can request their Chair/Program Director/Dean for a course release in order to concentrate their efforts on scholarly activities, especially grant-supported significant research, where an exceptionally large piece of scholarly work requires a reduction in teaching workload to accomplish the activity and to permit them to devote sufficient time to funded scholarly activities.

➢ AUE promotes academic and intellectual ethos within the University that provides research orientation and training programs as applicable and needed, and offers funds for attending local and international conferences, workshops, publications, and organizing conferences, subject to the approved policies and procedures detailed in the Research Manual.

➢ The Vice President for Research has primary responsibility for the administration and monitoring of research and scholarly activities.

➢ Each faculty member is expected to read thoroughly the publications of the Office of Research, pertaining to research and scholarly activities.

13.2   Research Responsibilities

Faculty members are granted access to University resources that assist research. They shall enjoy the right to academic freedom in the conduct and support of research, as stated in the above Section and in the Research Manual.

➢ Faculty Members, upon joining AUE, should immediately change their Research Affiliations from the previous one to AUE affiliation.

➢ Faculty Members should publish a minimum of Two Research Article in Scopus Indexed Journals under AUE affiliation.

- Publications in only Scopus Indexed Journals will be accepted for Promotion and Performance Assessment/Evaluation. Adhering to this is a core factor in the decision for continuation at AUE.
- Faculty members are required to conduct collaborative research with scholars from reputable universities and peer institutions locally, regionally, and internationally.
- Faculty members have the right to disclose their research outcomes with no elimination or amendment from internal or external parties.
- Faculty members may conduct external consulting activities subject to the approval of the Dean, Vice President for Academic Affairs, and the Vice President for Research.
- Faculty members should acknowledge and assume their responsibilities towards the community, including AUE and its staff, students, and other stakeholders, and contribute to the mission of the University and the national agenda by engaging in relevant research work.
- When participating in the Academic Council as members, faculty members have the right, as well as the responsibility, to take part in informed, reasoned discussions and votes, based upon AUE's policies and procedures that lead to well-informed and thoughtful decisions concerning Academic matters.

13.3   Responsible Conduct of Research

AUE strives to ensure the robust standards that must be abided by all faculty members, students, professional staff, and academic visitors in performing research activities. AUE adheres to the international code of responsible research conduct to improve and enhance the research quality and maintain honesty and integrity of research with emphasis on the following:

1. All faculty members, students, and academic visitors must imperatively abide by the international code of the responsible conduct of research while carrying out research activities to:

    1.1 Ensure that they are applying the practice of all aspects of moral and integrity in doing research,

    1.2 Avoid any intentional or unintentional falsification,

    1.3 Comply with the AUE policy on plagiarism and research misconduct.

    1.4 Perform the research in a responsible, honest, and impartial manner.

2. Any collaborative research project between the AUE with government and private organizations and local or international academic institutions should be conducted by following the responsible conduct of research.

3. Interested researchers must adhere to the responsible conduct of research in drafting the research proposal while applying for research funding or sponsorship.

4. Graduate students must follow the guidelines for the responsible conduct of research in preparing the research proposal and writing up the dissertation.

5. A verified and unintentional error due to misinterpretation, misjudgment, or discrepancies shall not be considered by the AUE as misconduct.

6. AUE shall seriously investigate any reported breach of responsible conduct of research in research activities by faculty members, students, professional staff, and academic visitors.

7. The Vice President of research and advancement shall form a qualified committee to probe in the event of an incident implying any breach of the related policies on responsible conduct of research.

8. Research teams and students should collect and manage the data during research activities following the responsible conduct of research and safeguard the confidentiality and protection of participants' and respondents' information.

9. Faculty members, students, and all involved parties should comply with the AUE appropriate policy on the protection of Intellectual Property and copyright.

10. AUE does not have any biomedical or animal research facilities; however, if research involving human subjects or animals may occur, the researchers must comply with effective current federal regulations and policies in the UAE. Before starting any research project relevant to health topics, the research team must obtain approval from concerning health research authority in the UAE to conduct the research project.

13.4   Awards

The University acknowledges faculty members' efforts to achieve excellence and recognizes outstanding achievements on a variety of criteria. Although the requirements for such eligibility may vary across AUE, faculty should have at least one year of service as a full-time member. The University holds annual awards to celebrate significant faculty contributions, subject to the impact factor of their work on the mission of their college and AUE.

13.5   Intellectual Property

Intellectual Property denotes the development of original thought, including but not limited to publications, artwork, software documentation and applications. All rights in the academic activities research performed by faculty members and students during their tenure in the University are recognized as the University Intellectual Property assets; this includes, but is not limited to research outcomes, projects, thesis, working documents, reports, academic programs, and software design, documentation and applications and/or modified. The inventor is defined as but is not limited to any University student, academic or administrative employee full-time and part-time who works at or under the auspices of the University.

The intellectual property gained in the course instructions, student coursework, research project utilizing the facilities, equipment, or resources of the University is considered the University property. The University has the right to transfer or license any intellectual property that it owns.

Faculty shall not be allowed before or after their tenure with the University to sell, lease and/or share any of the documents with an external group. The University shall legally prohibit any member of the University community from infringing copyright; see the Copyright Policy for more information.

13.5.1   Intellectual Property Ownership

All intellectual property resulting from a University's work, including but not limited to, patentable inventions shall be the property of the University if the resources of the University were utilized or produced in conjunction with a research project or any activity administered by the University. The Patent Office shall recognize, on a case-by-case basis, the ownership by intellectual property of the measurable research findings obtained at or in the University auspices. Moreover, if the University does not aim to pursue intellectual property protection, the Patent Office shall inform the Inventor of the University's decision to waive its rights of ownership to the Invention. Terms for a Release Agreement shall be negotiated by the Vice President of Research and the Inventor.

13.5.2   Exceptions

The inventor/creator shall retain ownership of the following:

a. Any works of art, literature, literary work such as textbooks, articles, and other publications are the property of their authors even with the utilization of University resources as long as such works are not constructed under the direction or control of the University or developed as part of the research funded by the University.
b. All copyright in research papers, thesis and dissertations written as a student to earn credit in enrolled courses at the University or to satisfy the degree requirements possesses shared ownership between the University and student.
c. Inventions that are not a result of University work and do not involve University resources.
d. Inventions that are a result of an externally funded research project.
e. The University shall waive any claim to an invention that is according to the judgement of the Vice President of Research not a result of University Work or as outlined in the Commercialization of Intellectual Property policy (Please see the policy for more details). In such instances, the inventor will have the ownership of the Invention and can pursue activities to protect, market and license intellectual without implicating the University.

13.5.3   Responsibilities

Inventor/Creator Responsibilities

The creators of the Intellectual Property are required to abide by this policy and shall promptly disclose to the University any Invention or discovery that the University may own under the terms described in this policy. Furth more, they shall submit to the University any assignments or other necessary documents to protect the rights of the University in the intellectual property.

Administrative Responsibilities

The implementation and administration of this policy is the Vice President of Research responsibility. The Vice President of Research shall:

a. Establish guidelines addressing the implementation of this Policy.
b. Govern the intellectual property protection on behalf of the University.
c. On behalf of the University, take appropriate actions for patenting and/or marketing Inventions owned by the University.
d. Notify the Inventor whenever the University chooses not to claim ownership of an Invention that has been disclosed to the University

13.6 Copyright and Plagiarism

The University makes it imperative to abide by all regulations governing copyright. Dedicated to the dissemination of knowledge, the University supports academic staff, librarians, administrative staff, and students who demonstrate accountable and honest use of rights. This copyright policy applies to all AUE academic and administrative staff, students, and other AUE-designated consultants or contractors for commissioned work in compliance with International Copyright Policies.

a. Distributing, publicly displaying, reproducing, performing, transmitting, or preparing derivative work based upon a copyrighted work without the copyright owner's permission is an act of violation of the AUE Copyright Policy and International Copyright law.

b. All AUE staff, including academic and administrative staff, may print, reproduce and use the information and retrieve files only from those documents where AUE expressly grants permission or license to use if:

    i.   It is for non-commercial, personal or educational purposes only.
    ii.   There is no modification of any information or image.
    iii. It is to include any copyright notice originally provided in the materials.

c. The Office takes the issue of plagiarism with utmost seriousness and considers citing the work of others without due acknowledgment as a breach of academic integrity.

d. d. Any plagiarism or falsifying of information observed shall lead to legal action and/or expulsion.

14   PROFESSIONAL DEVELOPMENT

The University is committed to provide professional development opportunities and training programs to all faculty members including part-time, that are relevant to the Institutional mission, to enrich faculty members' career path by enhancing their use of technology, foster innovative teaching and research capabilities and advancement of the field

Academic departments are responsible for planning and facilitating professional development activities for its faculty and assess the effectiveness of the activities. The University frames its effort towards faculty professional development into a comprehensive approach that prioritize the necessary skills and competencies.

14.1 Professional Development Plan

University views professional development is a strategic priority, the University develops an annual professional development plan and its budget that integrates the needs and desires of faculty members through institution-wide "Professional Development Survey", and academic department priorities alignments. Professional development plan also comprises collectively recommended professional development activities yielded from poor performance assessment of faculty.

Furthermore, visiting and part-time faculty members are included in the professional development plan - limited to in-campus workshops, general training, and orientations.

14.2 Professional Development Funds

All full-time faculty members with acceptable performance standing and a minimum of six months of service are eligible for professional development funds.

The University allocates a certain amount per academic year per full-time faculty member to allow more participation in professional development activities, funds should be used only for professional development direct expense. Faculty members cannot transfer current or previous funds to next year's professional development and cannot share funds with another faculty member or staff in the University or with external individuals.

The professional development funds support event attendance, traveling and registration fees, seminars or other professional meetings related to the field or pedagogy and relevant learning resources, and supports institutional memberships or subscription relevant to the field or pedagogy.

All spent or received funds during the academic year must be repaid to the University on resignation or job termination.

14.3 Responsibility of Professional Development

Planning, budgeting and execution of the professional development plan is the responsibility of the Provost Office and academic departments. Faculty members are responsible for sharing their research and development plans through their academic department and institution-wide survey, moreover, they are responsible to plan professional development activities that are aligned to the mission of the University and to the goals of their departments as well as comply to terms of this policy. Furthermore, faculty members are responsible to monitor the funds spending during the academic year.

14.4 Scope of Professional Development

Professional development is the learning opportunity pursued by faculty members to retain and improve their expertise, knowledge and skills. Professional development programs may be conducted in different forms; off-campus, on-campus, online, videoconference, self-study or pre-recorded professional development and other forms, the scope of the professional development includes:

a) Discipline-Specific Professional Development

Discipline-specific professional development concentrates on advancement in the field. It directly contributes to the quality, rigor and innovation of teaching, learning, and research. It can be offered in various forms, certification program, conference, or workshop. Discipline-specific professional development is applicable for full-time, part-time, and visiting faculty members.

b) Instructional & Supervision Professional Development

Promotes innovation of teaching, learning and the development of undergraduate and graduate curricula and pedagogy. The aim of these professional development activities is to enhance the quality of undergraduate and graduate delivery and supervision through pedagogical innovation in areas such as student-centered learning, course design, student assessment techniques, diversity and inclusion in classrooms, and academic advising. Instructional & supervision professional development is applicable for full-time, part-time and visiting faculty members.

c) Software Application Professional Development

Training activities focus on the discipline-related software applications, instructional technology and learning management system tools applied by the University. This type of training is ongoing for faculty members, specially the technology related training. Software Application professional development is applicable for full-time, part-time and visiting faculty members.

d) Research-related Participation

Participation in academic activities both national and international, workshops or training in various forms are highly encouraged at the University. Such participation has a great role in the dissemination of knowledge and provides a great opportunity for Research collaboration and

exchange of research expertise and skills. Research-related participation is applicable for full-time faculty only.

e) Creative Professional Development

Specialized faculty in art, architecture, digital animation and multimedia, fashion, design and other creative disciplines are empowered to develop themselves through creative conferences, workshops, media conferences and other types in innovative scholarly practice. Creative professional development is applicable for full-time, part-time, and visiting faculty members.

f) Faculty Orientations

Empowering new faculty and part-time faculty to contribute to a collegial and productive campus culture, necessary information on the teaching and learning philosophy in the University, directing the new faculty and part-time faculty to build awareness of University mission, values, and policies. Furthermore, another form of orientation is a series of scheduled professional development sessions aims to prepare faculty members in various subject matter assigned.

g) Performance-Based Professional Development

On the basis of job performance evaluations, faculty members with low performance scores, may be directed to pursue professional development activities in one or more areas; instructional, research, creative and/or service to enhance the underscored areas.

h) Other Types of Professional Development

Faculty members can plan in coordination with their academic departments more forms of professional development such as developmental assignments and professional association membership. Furthermore, the University can develop selected faculty members in educational administration, organizational development, accreditation, budgeting and planning training to support the institution's mission.

14.5 Academic Degrees

Since recruiting policies of the University require deciding the institution's requirement for specialization and degrees, the University does not consider pursuing academic degrees part of faculty professional development scope, whether it is a greater or additional academic degree. Faculty members may self-pace pursue academic degree without expecting any contribution or support from the University.

14.6 Membership

The University may cover the expense of institutional-level membership that contribute to college and the University. However, only one full collective membership can be obtained per association, thus, if the University has membership by another faculty or staff, additional membership is not necessary. Furthermore, individual-nature membership expense is not allowable.

14.7 Alignment of Research Agenda

The University Research Agenda offers guidance on direction and priority for its faculty to recognize and classify fields and topics that contribute to regional challenges and national initiatives that warrant investigation. The University will devote institutional resources to encouraging and supporting the Faculty to support and accelerate national goals and will facilitate the professional development of its scholars to investigate and explore these directions. However, the University does not recognize initiatives for professional development and research proposals that are not in line with its research agenda.

14.8 Professional Development Leave

Full-time Faculty members are entitled for professional development activity leave only for face-to-face activities. However, professional development leave might be revoked if the activity is during college or department critical periods during the academic year such as final examination, defense or other inevitable obligations, furthermore, the application for leave shall specify the provision of workload coverage and other obligations.

15 PROMOTION

Faculty member can apply for academic promotion from one academic position to a higher rank consequent upon merit and criteria established for promotion. The promoted employee shall be eligible for the salary and benefits of the new position in accordance with the established salary structure upon receiving the letter for promotion. However, the change in academic rank is effective from the date of the duly approved and completed application for promotion received by the Office of Research and Advancement (ORA).

15.1 Promotion Criteria

Faculty members will be evaluated for promotion in writing by their Dean in accordance with the criteria detailed below before sending the completed file to the University Promotion Committee:

➢ Teaching Effectiveness (40%)
➢ Research and Other Scholarly Activities (30%)
➢ University Service (20%)
➢ Community Services, (10%)

15.2 Applicant Eligibility

➢ One academic year of residency at the American University in the Emirates.
➢ Applicants should have Ph.D. or its equivalent as terminal degree.
➢ Publications before Ph.D. or its equivalent as terminal degree shall not be considered for promotion.
➢ Successful teaching, research and service experience at licensed, validated or accredited universities, as defined for the senior academic rank.

- Applicant must have held the rank of Assistant Professor for a minimum of 4 years, for applying for the rank of Associate Professor and must have held the rank of Associate Professor for a minimum of 5 years for applying for the rank of Full Professor, including the required tenure at the University.
- In the case of an extraordinary record of teaching, research and service, an application for promotion may be considered after three and four years for Assistant Professor and Associate Professors respectively.

15.3   Procedure for Promotion: Assistant to Associate Professor

Applicant Eligibility

- Applicants are expected to have minimum high quality scholarly five (5) peer reviewed articles published in refereed, academic journals.
- One paper out of five published in peer-reviewed international conference proceedings may substitute for the journal articles under reference.
- The publications only in a highly regarded and reputable international journal, as determined by the relevant Department or Program and approved by ORA and/or specified in the research manual shall be accepted.
- The applicant should be the first author of at least two of the submitted publications and has to be the sole author of at least two publications with high impact factor.
- Books/book chapters will only be considered if peer reviewed.
- A maximum of one unpublished paper may be considered if it documented as "Accepted for Publication".
- Submitted works for promotion application must be distributed over a minimum of three years.
- At least 75% of submitted works should be published in English, except for those teaching in Arabic.
- Other scholarly activities and services will be further taken into account for evaluation purposes.

15.4   Procedure for Promotion: Assistant to Associate Professor Based on Creative Scholarship

Applicant Eligibility

- Completion of 4 years in the rank of Assistant Professor with documented evidence of ongoing and recognized professional achievement.
- Have an active record of professional accomplishment with a minimum of 5 published* creative works and/or scholarship activities.

15.5   Procedure for Promotion: Associate to Full Professor

Applicant Eligibility

➢ Applicants are expected to have minimum (08) Eight high quality scholarly five peer reviewed articles published in refereed, academic journals.

➢ Up to (2) two papers out of eight (08) published in peer-reviewed international conference proceedings may substitute for the journal articles under reference.

➢ The applicant should be the first author of at least four (4) of the submitted publications and has to be the sole author of at least two (2) publications with high impact factor.

➢ The publications only in a highly regarded and reputable international journal, as determined by the relevant Department or Program and/or specified in the research manual shall be accepted.

➢ Books/book chapters will only be considered if peer reviewed.

➢ Textbooks are not to be considered for evaluation.

➢ A maximum of one unpublished paper may be considered if documented as "Accepted for Publication".

➢ Submitted works for promotion application must be distributed over five (5) to eight (8) years.

➢ At least 75% of submitted works should be published in English, except for those teaching in Arabic.

Other scholarly activities and services will be further taken into account for evaluation purposes.

15.6   Procedure for Promotion: Associate to Full Professor Based Upon Creative Scholarship

Applicant Eligibility

➢ Completion of four years in the rank of Associate Professor with documented evidence of ongoing and recognized professional achievement

➢ Have an active record of professional accomplishment of a minimum of seven published* creative works and/or scholarship activities.

15.7   Application Process

Eligible faculty members may submit the full requisite documents in the Application to the concerned College Dean at the AUE. This section highlights the essential steps and procedures for faculty to apply:

a. Preparation of the Application

1. Applicants should carefully read the AUE relevant policies before drafting and submitting the academic promotion application.
2. The application should contain the complete essential required documents:
3. Recent Curriculum Vitae of the applicant.
4. Research productivity or creative outputs evidence of publications.

5. Evidence of publications, including original manuscripts and a printed report of the published research articles or creative outputs in the listed journals in Scopus, including the peer reviews. Additionally, provide proof for other publications and creative outputs.
6. Writing the application in academic writing style and ensure that the printing format of the document following the American Psychological Association (APA) or format standard; for example, justified margin, page number, the table of content and others.
7. Thoroughly proofreading and reviewing the documents of the application to check if the applicants have met the AUE requirements after printing the final version of the application.

b. Submission of the Application

1. Complete the application form for academic promotion and make sure to attach all supporting documents.
2. Submit the application along with the application form to the pertaining College Dean on January 25, or September 20, of an academic year.
3. The Dean shall assess the application initially according to the evaluation criteria and the active general policies on the promotion within 4 weeks from the date of submitting.
4. After the Dean's assessment of the application, the Dean shall send a letter to the applicant regarding status whether accepted or unaccepted.
5. For the accepted application, the applicants shall become official candidates for the academic promotion after receiving the letter.
6. Unaccepted applications shall receive a letter from the Dean regarding the reasons for not accepting the application and given the opportunity to complete the application or wait until meeting the requirements.
7. Accepted application along with the Dean's evaluation shall be sent to the Academic Promotion Committee at the AUE.
8. The Chair and committee members shall thoroughly review the applications to ensure that the candidates meet the requirements, and the applications contain all the documents.
9. Candidates have no right to change or amend the document after accepting the application by the academic promotion committee.
10. Candidates should communicate with the promotion committee's administrative staff, if necessary, by email only.
11. Incomplete applications shall be returned to the candidates to provide missing documents. In the event that the candidate does not meet any of the requirements or prerequisites for academic promotion, the application shall be declined, and the status becomes unapproved /rejected. Additionally, the application case shall be considered as closed, and the candidates need to re-apply after meeting the requirements on the following submission date.

c. Evaluation Process

1. The tentative timeline for completing the evaluation process of the application is 3 months after accepting the application by the academic promotion committee.

2. In some cases, the academic promotion committee shall need external evaluation on the research productivity and performance of the candidates by peer-reviewers, notably, for the candidates applying for professor and associate professor ranks.

3. For candidates with exceptional research productivity, the chair and committee members may decide collectively on the application without seeking external reviewers' opinion based upon strong justifications and evidence.

4. The promotion committee shall reach final recommendations regarding the candidates' application after receiving the external reviewers' evaluation for the required applications. Consequently, the recommended evaluation shall be sent to the Provost to submit to the AUE University Council for final approval.

5. For unapproved applications by the University Council, the candidate shall receive an explanatory letter regarding the justifications and reasons for declining the academic application promotion.

6. The candidates have the right to appeal each step of the application by writing to the responsible administrative staff at the AUE as in the appealing process (7).

16   PERFORMANCE EVALUATION

Regular performance evaluation review stimulates professional growth and improves job performance; it inspires employees to explore innovative ways to promote academic excellence and to recognize opportunities for improvement. The annual performance review is conducted based on the job role and responsibilities; performance criteria are mutually defined for each position, which identifies expectations between employees and supervisors. The performance evaluation review report shall consist of assessments of the performance of employees in each area of responsibility with a separate score for each area, as well as an overall score. This policy provides a reference guide on performance evaluations for academic staff, for full time, visiting, and part-time faculty members, and all academic administrators, and for administrative staff; all non-academic staff, as well as academic and administrative vice presidents.

All full-time and part-time employees must be reviewed annually. The performance evaluation must be developed on the basis of performance criteria, which are derived from the job function and responsibilities. The performance criteria provide measurable and transparent ground. The performance review result intends to improve employee performance and streamline their effort to achieve the units and University mission.

16.1 Performance Criteria

In collaboration with employees and their supervisors, performance criteria are developed for each job description of the position. The performance criteria will be formulated on the basis of departmental priorities, University strategic plan. There are two types of performance criteria:

(a) Success criteria provide the employee with clear expectations of success in each job responsibility. They are measurable expectations explaining how to achieve satisfactory job performance.

(b) Exceeding criteria, achieving this level is clearly higher than satisfactory; the employee has done exceptional work or exceeded the expected work achievements due to contributions that go beyond the quality, capacity, and timeliness requirements for this job function.

The development of performance criteria should reflect the following principles:

a. Concrete – The performance criteria should directly associate to work evidence, tangible feedback, and never rely on sense, rumor, or indirect conclusion. It should relate to the position and not to individuals.
b. Relevant – The performance criteria should be clearly related to job performance. It should be significant and relevant; also, it should allow both the supervisor and the subordinate to focus their attention on the issues of greatest importance.
c. Realistic – The performance criteria should be realistic and recognize the standard employee ability.
d. Measurable – Measures usually involve elements such as quantity, quality, time, or quantifiable outcomes.

16.2 Performance Characteristics

Performance characteristics are attributes, skillset, or individual characteristics necessary for satisfactory performance. Listed performance characteristics are applicable skillset required for the position to execute tasks and goals successfully.

16.3 Performance Sessions (conferences)

Informal performance evaluations occur on an almost daily basis; every time supervisors communicate with employees regarding work assignments, an informal evaluation has occurred. It is important for supervisors to document informal evaluations to assist them in producing the formal evaluation and feedback. Formal performance sessions refer to those times when a written performance evaluation is produced and reviewed with the employee. Formal review occurs three times per the academic year.

a. Performance Planning (initial conference)

At the beginning of the academic year, the supervisor and the employee discuss the planned levels of performance and perceived current levels of performance and review the job description and the position expectations. During the initial conference, the supervisor will clarify the significance of the job description in terms of the performance criteria, expectations, possible evidence, and timelines during the initial conference. The success criteria and exceeding criteria should be agreed on jointly.

b. Performance Alignment (interim conference)

The mid-year conference is an optional performance session. All employees are encouraged to submit a mid-year status report to their supervisors. The mid-year conference is compulsory for newly joined employees and provisional employees with unsatisfactory performance in the previous review. Furthermore, part-time faculty members sit for an overall semester performance session.

c. Performance Summary (final conference)

At the end of the academic year, the supervisor meets the employee to review the performance criteria and submitted evidence, retrieve the recorded achievements deficiencies of the employee performance log, examine the various performance factors, and deliberate the rating values with adequate feedback to each performance criteria.

d. Planning and Evaluation (post-conference)

Once the performance review has been discussed, the focus should shift to the use of performance results. Identifying improvement areas of performance in the next review cycle, performance improvement is likely to occur only if specific plans are developed, and specific performance objectives are set. Supervisors and the employee are expected to develop a purposeful professional development plan for achieving the desired performance objectives. Encourage the employee under

review to indicate ambitious goals for the next year. This type of positive reinforcement makes the relationship feels more reciprocal and thus motivates the department members to achieve more.

16.4 Performance Rating

Each performance criteria must be rated based on the submitted evidence and provided rationale by the employee; the rating is directly associated to performance criteria and achievement of the job role. Supervisors must assess employees' strengths and identify opportunities where employees could improve or require additional knowledge or skills.

Supervisors must avoid errors in the evaluation process that may arise from the partial attitude or inconsistent judgment, which prevents the objective and accurate assessment process. Evaluators should ethically consider the common rating errors:

    a. Bias is a tendency towards or against something based on personal preferences. In assessment performance, biasness could be toward or against an individual employee. Supervisors cannot allow perception to determine the performance of employees. Biases make the evaluation process subjective rather than objective, and certainly provide the opportunity for a lack of consistency in effect on different groups of employees. To overcome the bias problem, the supervisor must be objective and not let emotions of liking or disliking the individual influence performance assessment.

    b. Stereotyping is mentally classifying a person as having the same characteristics as a particular social group. Common types of stereotyping that occur in the workplace are gender, race, and nationality stereotyping. To avoid stereotyping by getting to know each employee as an individual and objectively evaluate individual employees based on their actual performance.

    c. Halo effect is the trend to generalize from one specific positive employee feature to other aspects of the individual's performance; the halo effect tends to blind the supervisor to shortcomings in the person being evaluated.

    d. The Horns effect occurs when a particular negative trait or behavior leads the supervisor to generalize the entire employee's performance. Evaluators should independently assess each performance area.

    e. Central tendency errors occur when the supervisor does not use either the high or low rating of the performance evaluation scale. This means that most, if not all, the ratings end up falling in the middle of the scale.

    f. Positive Leniency is the tendency to be an "easy grader" and is demonstrated by giving too many high ratings. Negative Leniency is the opposite and results in a disproportionate number of low ratings.

16.5 Performance Review Participants Roles

A reliable performance management process enables the institution to gain employees' full potential. Within the performance review cycle, employees, supervisors, and reviewers have vital roles to play as the entire process primarily depends on them. Employees with direct supervisors together formulate performance agreements and participate in assessment schemes. They discuss their roles and the required skills and, together with their reviewers, define goals. Therefore, performance review participant's roles are outlined below,

a. Role of the Reviewers

Reviewers are the second line of management; generally, they represent the college deans, and vice presidents in the University, they play a crucial role in educating direct supervisors that performance management will contribute to institution strategic goals and resource planning; thus they should ensure inducive and collegiate atmosphere driven by ongoing feedback based on impartial performance assessment intended to improve employee satisfaction and productivity.

Reviewers' role in the performance review process should ensure that direct supervisors have the appropriate attitude to the purpose of performance management and have the proper soft skills for implementing it. Also, reviewers are required to avoid any rating errors such as biasing, stereotyping, or other subjective influences in the performance review process. They should build a culture of evidence, transparency, and competency during and after the performance process.

b. Role of Supervisors

Direct supervisors should consider performance management as a two-way conversation that takes place throughout the year. Offer ongoing formal and informal feedback to endorse employee achievement and identify gaps in a constructive approach avoids shocking the employees with low scores and feedback in their formal performance reviews. Supervisors are encouraged to deploy the performance management process as a powerful technique to promote employee skills advancement and to align professional attitude to unit effectiveness, and to use the performance review result to plan growth and preparation for the coming years.

Supervisors are required to avoid any rating errors such as biasing, stereotyping, or other subjective influences in the performance review process. They should build a culture of evidence, transparency, and competency during and after the performance process.

c. Role of Employee

The role of the employee in this performance management process is to work towards the achievement of performance objectives that are collaboratively formed with the supervisor as part of the performance management practices. Employees are intended to maintain track of work progress and to be able to demonstrate evidence of progress as well as communicating progress on a regular basis to their supervisors, especially if there are challenges that could preclude achieving these objectives.

The performance review process aims at creating a culture of accountability for employees. In addition, employees will embrace positive criticism and take the opportunity to change; they are required to take responsibility for personal growth and career advancement. Maintain a healthy relationship with the supervisor, and often ask for feedback and guidance, especially when you are faced with challenges.

16.6 Performance Logs

In order to improve the quality and quantity of the information being used to assess the employee, and to ensure that the performance evaluation covers the entire evaluation period, supervisors

should maintain performance logs on employees. These logs should include information indicating tasks or projects performed particularly well and examples demonstrating performance deficiencies.

17 FACULTY RESPONSIBILITIES, AND RIGHTS

17.1 Faculty Responsibilities

17.1.1 General Responsibilities

The successful achievement of University mission, goals, and objectives critically relies on an environment of intellectual freedom that provides access to receive information and expressions of ideas without restriction, unless not in accordance with UAE law.

It is imperative for faculty members to accept responsibility for supporting students, faculty members, colleagues, and the community.

A faculty member is responsible for the entire course, its delivery, and its success. His/her responsibility consists of designing and developing the course, leading class meetings, evaluating student assignments, conducting examinations, and maintaining office hours where students can discuss issues and questions related to the course.

Ethical and professional standards play a significant role in guiding faculty members and enhancing their effectiveness.

Faculty members are encouraged to seek positive co-operation with the community, in the form of joining professional forums, joint partnerships or exchange programs with other institutions.

17.1.2 Responsibilities to Students

Faculty members are responsible for implementing a climate conducive to student concentration and passion for learning within their classrooms/laboratories. They should demonstrate high scholarly standards and respect and encourage students in the pursuit of their own educational goals.

Faculty members' interactions with students should be steered by the principles of academic integrity. They are expected to attribute ideas, proposals, and information from their legitimate sources, and cooperation on a project where colleagues and/or students are involved should be clearly stated.

Faculty members must explain the objectives of the course or program, as well as the evaluation standards and the requisites for success, and assess the performance of their students in a fair and transparent manner.

Faculty members should comply with the schedule of classes, and arrange for alternately scheduled instruction, if and when circumstances do not permit this, so as to ensure that students receive the intended contact hours.

Faculty members should teach courses in accordance with the course description published in the catalog.

Faculty members should present the course material within an appropriate context. Challenge is not only fundamental for good teaching but is most beneficial when students are properly predisposed to deal with course materials.

Faculty members owe the students and AUE an unbiased assessment of the students' assignments, which should comply with best practice standards and take no account of irrelevancies, such as religion, race, sex, political views, or result from sharing the same opinion on contestable matters within the discipline.

Students have the same rights to intellectual freedom as faculty members. To acknowledge this right, faculty members should avoid any form of constraints on the student's reasoned consideration of a different opinion.

Faculty members should support the student's freedom to learn and avoid any antithetical action. The classroom environment should be open to the discussion of all relevant course issues, keeping in mind the culture, so that students can critically examine class materials and complete course requirements.

Faculty members have obligations to act as intellectual guides and counselors to students. This includes the responsibility of assisting students in the course of individual meetings. Accuracy is a core criterion of the information provided to students.

Faculty members should demonstrate all the respect due to students, and always protect the confidentiality expected within the faculty-student relationship at AUE.

Faculty members should present a course syllabus, on the first day of class, to help students make an informed selection of courses in which to enroll.

This course syllabus shall contain the following information:

   i.   Course designation and number, credit hours, pre-requisites and co-requisites.
  ii.   Instructor's name, office, office hours, email and telephone number.
 iii.   Brief course description.
 iv.   Course objectives and learning outcomes.
  v.   Course contents and topics schedule.
 vi.   List of readings and or other anticipated course materials.
 vii.   Teaching and learning methods.
viii.   Expectations for attendance, assignments, and examinations.
 ix.   Student evaluation criteria, including the relative weights of various assessment methods.
  x.   Dates and times of any examinations scheduled outside of class time.
 xi.   Grading procedures.
 xii.   Resources for obtaining additional help, such as tutors or teaching assistants.
xiii.   Each faculty member is required to understand the spirit of the credit system and allocate 2 extra hours for each hour specified for the course.

17.1.3   Responsibilities for Scholarship

Faculty members should maintain themselves at the cutting edges of their disciplines by means of research and use their research to enhance their teaching as much as possible, while also seeking to develop new professional skills and certifications.

Faculty members have the responsibility of being honest in conducting their duties. They must avoid intentional falsification or misinterpretation of facts in all scholarly activities and must be vigilant to common errors.

17.1.4   Responsibilities to Colleagues

A faculty member, as a colleague, should honor his responsibilities as a member of the AUE Community of Scholars. He/she should respect and protect the free inquiry of peers, avoiding interference with their work. He/she should adopt the most appropriate style of constructive criticism while considering others' opinions, recognizing their contributions, and remaining objective in evaluating the professional performance of others as and when needed.

17.1.5   Responsibilities to the University

A Faculty member's private actions and personal statements represent him/her and not the University.

Faculty members should never take advantage of their academic ranks or positions within AUE to serve private purposes.

Faculty members must not use AUE facilities, equipment, supplies, and other properties for personal or private business use.

Faculty members should ensure that AUE policies and regulations are aimed at achieving University goals and comply with the principles of academic freedom.

Faculty members should ensure that their participation in AUE is effective and conducive to achieving the mission, goals, and objectives of the institution.

Faculty members should be willing to share in the responsibility for the efficiency, effectiveness and success of the University's daily operations.

17.1.6   Responsibilities to the Community

One of the main objectives of AUE is to play a major role in the community, and faculty members are expected to lead the way. Faculty members are highly encouraged to serve and help the community voluntarily as a responsible member of the academic fraternity.

17.1.7   Other Responsibilities

Regular teaching practices, as well as the Ministry of Education standards, require that faculty members provide "reasonable accommodations" for students with physical disabilities or learning disabilities. The Deans, in conjunction with appropriate offices and the concerned faculty member, are responsible for certifying students' disability and work to determine reasonable accommodations needed for individual students.

17.2 Academic Freedom

Academic Freedom means the right of every faculty member to discuss relevant matters in the classroom and be engaged in scholarly activities without restriction from the University.

The University is inspired by the principle of Academic Freedom and takes it with utmost sincerity. While the faculty has his/her own right in research and publications, their recognition of scholarly activities depends upon the impact to the institutional mission and on appropriate understanding of University authorities.

The faculty members are entitled to full freedom in utilizing teaching pedagogy, improvising curriculum and course material, planning assessments and related practical aspects, subject to meeting the learning outcomes as specified in the syllabus utilized as a contract between students and faculty member. Henceforth abiding by the improvements to syllabi, delivery methods, and delivering the expected learning outcomes do not breach the academic freedom of the faculty members.

Faculty are free to inculcate creative thinking, debate and expression of ideas in the class, however, should avoid any controversial issues in the class.

Faculty members are entitled to freedom of participation in the shared governance of the University through committees and councils.

17.3   Professional Ethics Statement

a) Loyalty and Honesty

Faculty members should abstain from engaging in any activity, concern or relationships which may/appear to generate a conflict with the interests of AUE. Academic dishonesty will be addressed severely at AUE, and ignorance is not a defense.

b) Adherence to Applicable Laws

Faculty members are required to fully comply with AUE's policies and regulations, honestly expressing any related disagreement in a constructive manner, rather than passively or actively opposing such stated expectations.

c) Moral and Ethical Standards

In the conduct of business, faculty members should maintain and comply with sound moral and ethical standards. These include academic integrity, including honesty, fairness, and honest and responsible scholarship. This responsibility reminds the faculty members of their roles as guardians of intellectual honesty, scholarly excellence, and pedagogical soundness.

Faculty member throughout employment at AUE must seek approval prior to sharing any article, opinion, or participating in any media (written or verbal form) that contradicts with the University policies or the UAE Laws.

Faculty member must refrain from sharing any official internal sensitive/confidential information as well as personal information with the students.

d) Relationship with Students

Faculty members should be fair, transparent, and impartial in assessing students' work. They should not allow prejudices or discrimination against religion, race, gender or political views to occur. Faculty members should be committed to preserving students' right to learn, and protect faculty/student confidentiality, without ever taking unfair advantage of their privileged positions. AUE policy prohibits faculty members from having intimate liaison with the students they teach or those they supervise.

e) Relationship with Colleagues

Colleagues should be treated with esteem and respect. A faculty member should maintain a pleasant presence and collaborative spirit among faculty members, and fulfill his or her responsibility to evaluate the accomplishments of colleagues sincerely and impartially.

17.4 Conflict of interest

The University encourages all forms of scholar and non-scholar collaboration that contributes achieving the University mission, the collaboration should not conflict with the University interest and commitment.

University Faculty, Staff and members of the Board are expected to be involved in various types of academic and non-academic activities and assignments that contribute in achieving the university mission through teaching, research, consultation, service to the discipline, pro bono, information sharing, financial decisions and collaboration with the community. These activities and assignments should not deviate to any form of actual and potential conflict of interest.

The below statements include, but are not limited to, actual and potential forms of conflict of interests:

- ➢ A "conflict of interest" arises in situations where financial or other personal considerations affects any University faculty and staff 's professional judgment in exercising responsibility in their duties.
- ➢ Intentionally or knowingly solicit, accept, or agree to accept any benefit or anything of economic value for having exercised official powers or performed official duties in favor of another that would influence the vote, action, or any decisions.
- ➢ Intentionally or knowingly solicit, accept, or agree to accept any gifts, personal benefits, or personal favors offered to them because of their positions within the University.
- ➢ Intentionally or knowingly solicit, accept, or agree to accept employment in any business or professional activity that they might reasonably expect would require or induce them to disclose any University confidential information acquired by reason of their official position.

18 CODE OF CONDUCT AND DISCIPLINARY

Faculty Member should adhere with the highest professional expectations and to the ethical standards. Working in a higher education institution is considered to be a significant responsibility to support students, other University community members, and to serve the public interest in accordance with the laws and regulations. This policy provides a guideline on disciplinary actions to be taken against academic staff who violates the expected standards of conduct in line with the University policies and in compliance with the UAE laws to provide a safe and adequate work environment for all colleagues, students and all other partners of University.

Full time, visiting and part-time academic staff shall perform the duties assigned in accordance to the employment contract, applicable University laws and codes of conduct. In addition, academic staff are required to comply to the generally recognized professional norms of conduct, for which formal disciplinary guidelines have not been established. Academic staff must uphold an exemplary relationship with colleagues, students, and the community while reflecting well upon the values of the University and the United Arab Emirates.

18.1 Academic staff Code of Conduct.

Adapted from the AAUP 1966 Statement on Professional Ethics that defines the "duties" in the 1940 statement of Principles on Academic Freedom.

➢ Academic staff inspire students to pursue knowledge and learning to which the free expression of ideas and exchange of perspectives without fear of repercussion is promoted and safeguarded, while academic staff uphold their responsibilities to manifest respect and dignity for students and value themselves as exemplary scholars in terms of ethical practices in their disciplines.
➢ Academic staff uphold the integrity of the student-academic staff relationship as demonstrated in the adherence to ethical academic behavior that guarantees fair and impartial merit-based student evaluations.
➢ Academic staff avoid discrimination or unfair treatment of students and protect their academic freedom and interest.
➢ The academic staff, motivated by a strong belief of the importance and integrity of the development of science, recognize the unique responsibilities imposed upon it, and state the facts as they see it.
➢ They recognize the responsibility to exercise essential self-discipline and judgement in the submission, extension, and transmission of knowledge. They exercise moral integrity and strive never to substantially obstruct or undermine their primary duty.
➢ The Academic staff are responsible for determining the teaching methodology in line with the approved course syllabus. The Academic staff recognize the academic freedom as a fundamental part of classroom experience.
➢ Academic staff avoid harassment and discrimination against colleagues. They respect the opinion, ideas, and disapproval of others.
➢ Academic staff contribute in developing and reviewing the institution's policies and procedures and undertake their responsibilities for the governance of their institution.
➢ As members of society, academic staff determine the importance of their own duties in the light of their contributions to their students, their peers, and their institution. When expressing or

behaving as individuals, they avoid giving the appearance of expressing or behaving on behalf of their institution.

➢ Academic staff are required to respect class schedules as established, keep office hours for student guidance, and facilitate students' access to course information. Any breach of this Code will result in the disciplinary actions detailed herein;

18.2 Disciplinary scope

Applicability of misconduct include, but are not limited to:

➢ Violate any area in the *Academic staff Code of Conduct, University policies, employment contract,*

➢ Any official action, circumstance or decision resulting to a conflict of interest between personal activities and the interests of the University or its community. *Please see conflict of interest Policy.*

➢ Any personal advantages or interests can be obtained by means of the essence of their job employment or their position as University academic staff; and this direct or indirect personal interest may influence their decision or duties. *Please see to Bribery Policy*

➢ Any implicit or explicit disrespect, harassment, or discrimination to members of University or its community individual's personal quality regarding their values, beliefs, nationality, race, social status, age, gender, or based on disability.

➢ Academic staff are dedicated to carrying out the job instructions they receive from their supervisors; if these instructions might contradict or violates the ethical standards, UAE applicable laws, or the University policies and procedures, they shall clarify this in writing to their immediate superior.

➢ Violate or disregard the secrecy and confidentiality of information of University or its community members. No University data may be published, used, stored, transmitted, or removed information, unless in the exercise of their duties or as allowed by information regulation or for the purpose of publication, with prior written authorization, even after leaving the University. *Please See data/information Policy.*

➢ Avoid or refuse to hand over any property and belongings to the University after leaving the University, (documents, official emails, files, software licenses – hard copy or soft copy), unless such disclosure is expressly permitted by University policies or employment contract.

➢ Considerable personal misconduct which makes the person unfit to interact with student or colleagues, or other members of the University community.

➢ Ignore or disobey their superiors' directives, guidance, and instructions in accordance with the administrative hierarchy.

➢ Neglect their duties or behave in a way that can lead to delay, impede, or disrupt the University service, or demonstrate incompetent performance. *Please See Performance Policy, and Faculty Role Policy.*

➢ Perform unlawful means to disrupt the university's functioning and/or reputation or impede other members of the University community from carrying out their responsibilities.

➢ Violate any conduct of research, or perform any intentionally an unintentional falsification, plagiarism, conflict of interest or any form of misconduct. See Ethical Research Policy.

➢ Academic staff are obliged to ensure that they are suitably and conservatively dressed to preserve the reputation and appearance of the University and to comply with any specific rules established by the department of human resource and in a manner that is appropriate to the requirements of their employment, customs and traditions prevailing in the United Arab Emirates.

18.3 Discipline Principles

While the University regulations and the employment contracts authorize discipline administration, it cannot be exercised in a subjective or inappropriate manner. Furthermore, University regulations grant academic staff the right to use the grievance and appeal system. The University adheres to implement an effective disciplinary framework that ensures that appropriate code of good conduct is communicated and accessible to all academic staff s, and that all due process regulations are fulfilled.

The University discipline principles encompasses the following:

1) Promptly discipline, disciplinary decisions shall be taken within a reasonable timeframe from the reporting the violation, through the investigation, until the disciplinary action is initiated.

2) Corrective discipline, disciplinary measures are not intended to punish the academic staff, and should instead be devised to spur academic staff s' behavior and/or responsibilities.

3) Progressive discipline, disciplinary actions to academic staff s are determined gradually from minor to severe measures based on the nature, frequency, and history of violations.

4) Apparent discipline, University policies and procedures, code of good conduct, and behavioral expectations are communicated and accessible to all academic staff.

5) Consistent discipline, disciplinary actions are built on objective, sound judgement and rational consideration for all academic staff s regardless of the position, rank, or years of experience. Disciplinary measures are appropriate to the nature, frequency, and history of violations.

6) Evidence Based discipline, disciplinary actions are considered on the basis of comprehensive and impartial investigation driven by facts and proofs.

7) Right to appeal, academic staff disagrees with the investigation findings and/or disagrees with the disciplinary measures imposed, or denies the due process, he/she may appeal to the President.

18.4 Responsibility of Disciplinary Imposition

The direct supervisor or (any higher-level administrative hierarchy) is responsible for reviewing disciplinary claims, after rational deliberation with direct higher-level administrative (college dean and/or vice president for academic affairs) may warrant disciplinary actions or decide whether a disciplinary committee should be conducted.

if the supervisor receives allegations against any academic staff, the supervisor shall immediately request for direct higher-level administrative to review the case, if the allegations are evident, after rational deliberation with higher-level administrator and based on the type and significance of the violation, appropriate disciplinary measures must promptly be imposed on the academic staff.

An academic staff has the right to respond to the allegations in writing, Supervisor must review the response of the academic staff member (if any) and collect more information before determining whether a disciplinary measure is justified.

18.5 Inquiry Committee

In accordance with the *Disciplinary principles*, allegations must be supported by facts and/or evidence, if the allegations require more facts, evidence and information gathering, the supervisor in coordination with the direct higher-level administrative shall promptly form an ad-hoc inquiry committee to gather more information about the allegations. If the inquiry committee result indicates that violation or misconduct was found, the case shall be directed to the disciplinary committee.

18.6 Disciplinary Committee

The Committee must adopt the *discipline principles aforementioned in this policy*, other relevant University policies, and applicable UAE laws. The committee performs on the basis of comprehensive and impartial investigation driven by facts and proofs, the committee investigation shall build on the inquiry committee findings. Moreover, the academic staff has the right to review and respond to any presented material or evidence at the hearing.

Any recommendation and/or action shall be taken and issued by the Disciplinary Committee and submitted to the Provost for final decision. Thereafter, notifies the academic staff in writing of the nature of the disciplinary sanction, the reasons for the sanction and the imposed action against the academic staff in the event of repetition of offence (where relevant). The committee recommendation shall be in consistent with the nature of the violation or breach caused by the academic staff. The final decision shall be one or more of the following disciplinary measures:

1. No violation or breach found.
2. Recommendation of formal warning letter.
3. Recommendation of formal final warning letter.
4. Recommendation of a fine depending on the damage/loss and/or violation or breach of the academic staff.
5. Recommendation of suspension of work with salary reduction for a period not exceeding ten days.
6. Recommendation of denial of periodic increment.
7. Recommendation of denial of promotion.
8. Recommendation of terminating the employment contract with renumeration.
9. Recommendation of termination of the employment contract without renumeration.

18.7 Disciplinary Measures

Disciplinary actions shall be consistent with the severity of the violation. The decision of necessary disciplinary measures will also take into account whether the academic staff has deliberately and/or voluntarily refused to fulfill the role and responsibilities, or if the academic staff has made an effort to perform the responsibilities. Hence repeated violations of obligations are more significant than first violation. Applicable disciplinary measures are:

18.8 Formal Warning Letter

The first step of the corrective action should be devised when informal and verbal feedback have failed to achieve desired change in performance or conduct. The supervisor will contact the Department of Human Resources to review the facts of the situation.

The aim of this step is to create a firm and formal kind of awareness for the academic staff that immediate change in behavior and/or performance is necessary. The interaction during the formal warning letter should be firm and rational and should ensure that the academic staff clearly understands the requirements and expectations that have been developed about the behavior or performance recognized. The supervisor shall bring to attention any fact-base relevant incidents to the situation.

18.9 Formal Final Warning Letter

When the academic staff has failed to rectify the issues associated within a written notification step, the academic staff may, where appropriate, have the final chance to address the problem. Based on situation's facts, and in consultation with the Department of Human Resources, the supervisor issues final notification describing the reasons that necessitate reaching to this step, the final notification also outlines the expectations to rectify the problems within defined timelines if not immediately.

The supervisor must clarify to the academic staff the implications of reaching the final warning of the disciplinary action in terms of employment standing with the University. Failure to resolve the problems at this stage shall cause termination of employment. Achieving Good standing can be accomplished by thoroughly and regularly meeting all job roles and expected performance standards for a period of one calendar year. Appropriate academic administrator (Dean or department chair) must impose the disciplinary measures of written and final warning.

18.10   Fines

Recommendation of a fine depending on the damage/loss and/or violation or breach of the academic staff. In case of fine, the fine maybe expressed in terms of a specific amount or an amount equal to the academic staff salary for a specific period. This can be reimbursed as an applicable service or other compensation to be deducted from the academic staff salary. The fine sanction in respect of one violation or breach shall not exceed five days of the monthly salary of each month imposed on him/her. This disciplinary measure can be imposed only by disciplinary committee.

18.11   Denial of periodic Increment

The discipline measure for denial of a periodic increment/reward can only be imposed once a year. This disciplinary measure can be imposed only by disciplinary committee.

18.12   Denial of Promotion

The discipline measure for deny of the promotion may not be imposed for more than one promotional cycle. The academic staff shall then be promoted during the following promotional cycle if he/she meets the necessary conditions for such promotion. This disciplinary measure can be imposed only by disciplinary committee.

18.13   Employment Termination

If the academic staff has failed to address the problem or produce unsatisfactory outcomes against the agreed written expectations. If employment terminating is reached, the Provost must determine whether to enforce the disciplinary measure after carefully reviewing the evidence and the procedure leading to the recommendation. The employment termination implies that the academic staff receives all compensation and benefits due. This disciplinary measure can be imposed only by disciplinary committee.

18.14   Employment Termination without remuneration (Dismissal)

The academic staff can be terminated without a preliminary record of corrective discipline and with no remuneration if substantial or unforeseen case of significant misconduct been properly evidenced.

In accordance to the United Arab Emirates Labor law 1981, article 120, below are offences of serious misconduct that warrant dismissal under this policy, without prior record of corrective discipline nor end of service remuneration:

1. If an academic staff adopts a false identity or nationality or submits forged documents or certificates.
2. If an academic staff commits an error causing substantial material loss to the University.
3. If an academic staff violates instructions concerning safety of the campus.
4. If an academic staff discloses any confidential information pertaining the academic affairs, students, or any component in the University.
5. If an academic staff is awarded final judgement by the competent court in respect of an offence prejudicing honor, honesty, or public morals.
6. If during working hours an academic staff is found drunk or under the influence of drug.
7. If in the course of his work an academic staff commits an assault on the University, the supervisor or any of his/her colleagues.
8. If an academic staff is absent without a legitimate excuse for more 20 (twenty) intermittent days or for more than 7 (seven) successive day for one year.

Disciplinary procedures shall be applied even though the academic staff resigns during the investigation or resigns during imposing the defined sanctions. This disciplinary measure can be imposed only by disciplinary committee.

18.15   University Discretion

The method of corrective action outlined in this policy is general in nature and does not warrant any particular course of actions. Depending on the situation, the University reserves the right to alter or change the corrective action process as long as the process is in line with the discipline principles.

18.16   Suspension during Investigation

During the investigation, the academic staff shall be suspended and shall not be entitled to the salary. If it is evident there is no truth in the allegation, the academic staff shall be reinstated and paid full pay for the period of suspension.

18.17   Record keeping

Disciplinary case documentations and records shall be retained according to the retention policy and procedures of the University records, *Please see Records Policy*

18.18   Appeal

If the academic staff disagrees with the investigation findings and/or disagrees with the disciplinary measures imposed, or denies the due process, he/she may appeal to the President.

18.19   Grievance

The University is committed to providing a workplace where individuals feel free to express themselves and compete for quality with no concerns about obstruction, oppression, or abuse. The grievance is defined as an objection or disagreement raised by an academic staff about an event, circumstance, fact, decision, condition, or issue.

The University provides an evenhanded internal resolution for objection or disagreement raised by faculty about a circumstance, fact, decision, condition, or issue between employees or between the faculty and the academic/administrative unit within the University capacity.

18.19.1   Grievance Submission

Faculty may submit official in writing grievances with regard to any part of their employment at the University, including abiding by and adhering to the terms and conditions of employment, working provisions, and measures, working atmosphere, working relations or with regards to disciplinary action taken against them.

Faculty can also include official in writing grievances with regards to the end of their probation period and annual performance appraisals in the event where a major disagreement occurs with the direct supervisor on the closing evaluation assessment.

18.19.2   Grievance Phases

  i.   The grievance committee shall be formed by a decision of Human Resource Department Head after consulting with the Vice President for Academic Affairs. These members should be well and carefully chosen upon circumstances to avoid any biasing. The grievance committee is required to settle the grievance, In the event where the grievance committee fails to provide a resolution to settle the grievance, the grievance submitter may escalate the grievance to the Provost.
  ii.   Grievances related to the violation of the UAE public order or religious rites should be transferred to the President Office directly.

18.19.3   Requirements

Grievances should be sensibly and carefully investigated before submitting them. The University does not accept pseudo and groundless grievances. In case of falsification ground for grievance, the Grievance submitter might be transferred to an investigation committee that will choose the appropriate action against him/her. Grievances should be dealt with top discretion and confidentiality. Therefore, it should not be discussed with any other party other than the

employees engaged in creating, controlling, or handling the grievance process. All chosen Grievance committee members should hold the same academic rank of the faculty influenced by the grievance or upper, with the exception of the HRD team member representative designated by the Human Resources Department Head.

Faculty, including academic administrators, whose employment has been discontinued due to poor job performance in accordance with the direct supervisor or an official evaluation committee decision will not be permitted to invoke the grievance process.

18.19.4   Appeal

The employee has the opportunity to appeal on a decision made in line with the University policies and in compliance with the UAE laws. The employee may request to review the decision made by the disciplinary or grievance committee; the appeal Committee shall be nominated by the Provost. The Appeal Committee shall assemble and review the application of the disciplinary procedures and the facts of the prior decision and whether the claims made are fully justified. The decision of the Appeal Committee shall be conveyed to the University Council and communicated to the employee. Employee's resignation will not cause cancellation of disciplinary action. Disciplinary action taken by University shall not have any bearing on any criminal or civil records.

19 UNIVERSITY POLICIES APPLICABLE TO FACULTY

19.1 Institutional Relations

Institutional relations activities shall be performed in a highly ethical and collaborative spirit - in line with the University's values of integrity and transparency.

AUE employees who are involved in managing external relations should avoid conflicting or inappropriate approaches to external parties and should serve as university ambassadors with careful consideration not to bring the University into disrepute. External sharing of University information should be performed cautiously to ensure that such information is appropriate and accurate.

19.2 Communication Channels

- President Office maintains the collaborative communications, initiatives, invitations, and responses to inquires with United Arab Emirates government authorities, ministries, and accreditation bodies, and financing entities.
- Public Relations Office handles the routine transactions of licensure, permits, staff, students and guests' visas, civil defense audits, and other related transactions with the government entities.
- International Office and Research Office handles the academic and research collaboration communications and initiatives with national and international academic and research institutions and academic ranking entities.
- Office of Community Engagement and Outreach handles the communications of pro bono initiatives and projects for related entities.
- Office of Alumni handles the communication of employers, potential employers, alumni, advancement initiatives, and giving projects.
- Office of Career Development and Internship handles the communication for employers, potential employers, Internship-related rapport.
- Financial Affairs Department handles, as authorized, the communication with:
  - » Banks for fund transfer, facilitates student payments and regular reconciliation.
  - » Suppliers for payment terms, arrangement, payment and delivery.
  - » Accounting units of sponsoring students' entities, for invoicing and fund transfer.
- College Deans handle program-level accreditation communications, initiatives for executive educations, and communications with affiliated institutions for academic collaboration.
- Faculty members involved with internship supervision handle the site communications with the Office of Career Development and Internship.
- Department of Student Affairs handles the communication of sponsored students, students' activities-related entities, and embassies for student affairs communications.
- Institutional Effectiveness Office provides institutional-wide data and information to accreditation bodies, embassies, and academic ranking entities.

➢ Institutional Effectiveness Office handles the communications with the national or international accreditation bodies.

➢ The Admission and Registration department handles the responses to inquiries for admission and registration-related communications.

➢ Human Resource Department handles the communications with candidates, previous employers for evaluation, real estate agents, insurance companies, medical entities, legal entities, banks, and embassies for employment confirmation. Further, they communicate with organizations related to staff benefits and discounts.

➢ The Continuous Education and Training Centre handles the communications regarding executive training and potential consultation projects.

➢ Other colleges and departments are able to communicate with listed/approved suppliers to facilitate work in progress.

19.3 Examination Policy

The University uses examinations as a form of formal assessment to evaluate student performance and to assess the knowledge, skills and competencies of the course learning outcomes.

1. The week before the final exam shall be used for students to reflect on what they have learned during the semester.

2. Final examinations for all students will be held as stipulated in the Academic Calendar.

3. Only students registered for the respective course will be admitted into the exam hall for that course's final examination. Students who have exceeded the 25% absence rule, or who have not paid their tuition/fees, or who have been suspended or dismissed from the AUE will not be allowed to take their final examinations.

4. If a student is unable to take an examination due to illness, he/she may apply for a make-up examination. The student must produce an official medical certificate signed by a registered medical practitioner and a letter of approval from the Registrar before a make-up exam can be scheduled with the respective faculty member.

5. If a student has missed an exam for any reason (other than for medical reasons as already noted), s/he may appeal to retake the test or exam if extreme circumstances warrant it. The written student appeal must describe the circumstances that caused the student to miss the examination. Supporting documentation should be provided when appropriate. Copies of the appeal must be sent to the respective faculty member and the Registrar for review and approval.

19.3.1   Rules Governing Final Examination

No faculty is authorized to hold final examinations outside the official scheduled period.

The Registrar will post the time of the final exams, which will be in the 15th week of fall and spring semester. The summer exams schedule must be relevant to the same semester.

During the final examinations' period, students are not expected to take more than 2 final examinations on any calendar day. Where Academic Advisors determine that students will have more than 2 examinations in any one day, such cases will be brought to the attention of the Examination Committee through the College Dean. An eligibility report will be generated by the IE Office to confirm these cases.

Examinations that are postponed because of a conflict with other examinations, or because more than 2 examinations are scheduled on the same day, will be taken at another time during the final examination period if the faculty member and student can agree on a time.

Laboratory work and oral final examinations are allowed in the week preceding the period set for the final examinations, but all of AUE required final examinations must be given during the final week of the semester.

No faculty may change the time, date, or location of a final exam without permission from the Registrar.

No faculty member may increase the time allowed for a final exam beyond the scheduled 2 hours without permission from the respective Dean and Registrar.

Final grades issued on the grade sheets by faculty for each course should be approved by the appropriate Dean, the VPAA/Provost, and submitted to the Admission and Registration Department or entered online within 48 hours of the exam in order to facilitate the preparation of grade reports. Only the Registrar is authorized to release grades to students.

19.3.2   Examination Rules for the Students

1. AUE student are requested to abide by the following rules in the Exam Halls. They should take time to familiarize themselves and be eligible to sit in exams. They should comply with the following examination instructions:
2. Students must abide by the AUE instructions issued by the Admission and Registration Department, Examination Committee, and instruction shown on the cover page of the examination paper.
3. Students must arrive and be seated in the exam hall at least 5 minutes before the start of the examination.
4. Complete silence and proper exam hall decorum to be maintained at all time.
5. As exam hall sitting schedules are arranged and announced for each examination session; students and invigilators on duty will strictly follow the prescribed formalities.
6. Students must present their AUE ID and the financial clearance to the invigilator on demand.
7. Students should bring all writing materials and relevant papers including pencils, pens, calculator, etc. as needed.
8. Mobiles, communication equipment, talking, drinking, or eating are not permitted in the examination halls.

9. Once the exam has started, students are not permitted to leave the exam hall before submitting the exam paper and/or if they are instructed by the authorized proctor to do so. Students may not leave the exam hall during the first hour of the examination.

10. After 15 minutes of the examination, students will not be permitted to enter the exam hall and sit for the examination.

11. Books, notes, or other materials (whether they are relevant to the exam or not) are not permitted to be taken into the exam hall, except those authorized by the concerned teaching faculty member in case of an Open Book Examination.

12. Students must comply with an invigilator's directions at all times, and will not share pens, pencils, markers, mathematical equipment, erasers, calculators, etc. with fellow students.

13. During the examination period, students are not permitted to be engaged in any unethical and unprofessional conduct in the exam hall that is aimed at assisting, attempt to assist, obtain, or attempt to obtain assistance using unethical, inappropriate and unallowable means that will be regarded as direct breach of academic integrity by any means.

14. Chairperson and Members of the Examination Committee, Registrar, and Invigilators are authorized to discontinue examinations of those students who are suspected of misconduct and breach of academic integrity and ask the defaulter student to leave the exam hall without fail. The Misconduct committee will later deliver appropriate verdict through investigation as to the status of the case.

15. Students will leave the exam hall after being assured that the examination papers have been collected or received by the invigilator. It is the students' responsibility to ensure their presence in the examination hall is marked and examination papers handed over to the concerned invigilators.

16. Mobile phones are not allowed in the examination room. Students are advised to leave their mobile phones in the safe places. Once students are caught with the mobile phone inside the examination room, it will be considered as cheating.

19.4 Course-Release Policy

The University supports faculty members with active record of research and publication in order to concentrate their efforts on scholarly activities, especially grant-supported significant research, where an exceptionally appropriate piece of scholarly work requires a reduction in teaching workload to accomplish the activity. The course release guidelines, conditions, and limitations under which instructional course releases may be appropriate are outlined in the procedure of this policy.

19.5 Course File Policy

Institutional Effectiveness Office (IEO) maintains updated files for each course of instruction. These must contain sufficient information on each presentation of the course so that the faculty or other persons who assess program effectiveness can determine whether the course is meeting its learning outcomes, and whether changes to the course are appropriate. Course files must include the following information, which may be in electronic form:

1. Syllabi for the current and previous offerings of the course;
2. Copies of all 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.

Faculty members must submit the coursework assessment within 2 weeks from the last day of the course.

19.6 Curricula Approval and Revision Policy

The University adheres to an ongoing process for revising, approving and ensuring curricula effectiveness in all academic programs to monitor, assess and improve the student learning and the program as a whole while ensuring the alignment with the Program Mission and Institutional Mission. The process of curricula review and approval involves formal and informal inputs and recommendations provided by faculty members, students and external stakeholders.

a. Procedures

Based on the nature of change, program improvement may result in changes to courses or updates to learning resources that do not significantly modify the program's goals or learning outcomes, or its basic structure. Some of these changes include:

b. Nature of Non-Substantive Change

1. Changes to textbooks or other learning resources.
2. Changes to prerequisites.
3. Changes to course codes or titles, as long as the content of the course is accurately reflected.
4. Addition of new elective courses.
5. Changes to assessment procedures.

Proposed non-substantive improvements should obtain approvals from the proper committee/council before submitting to the Institutional Effectiveness Office (IEO). The IEO

reviews the non-substantive change, validates the compliance of the improvement, and implements it. The improvement should follow the format and include information requested in the template Non-Substantive Improvement G5 form.

c. Nature of Substantive Change

Academic improvements may have an immediate effect on the scope, quality, integrity, or effectiveness of the institution or its programs. These are termed "substantive changes". Any such substantive changes initiated after the most recent review for licensure or program accreditation must be reported to the commission and reviewed for approval before they are made:

1. Change the legal status or form of control of the institution, including a change in ownership or merger with another institution;
2. Significantly alter the mission, goals or objectives of an institution;
3. Establish instruction in a significantly different format (such as an intensive term or weekend classes) or method of delivery (such as e-learning);
4. Relocate the primary campus, or establish instruction at a branch or an additional location;
5. Close one of the institution's locations;
6. Make significant changes in the organizational structure, such as separating 1 unit or institution into 2 or joining 2 separate units (such as 2 departments or colleges);
7. Enter into a contractual relationship with another organization to provide instructional services;
8. Change the language of instruction for any program;
9. Change program admissions requirements from those approved by the commission during the accreditation process;
10. Make major reductions in program offerings;
11. Increase or decrease the length and completion requirements of a program;
12. Introduce non-credit courses or activities that affect the mission or alter faculty workload.

Proposed substantive changes should obtain approvals from the proper council before submitting to the Institutional Effectiveness Office (IEO). The IEO reviews the substantive change and validates the compliance and support in reporting and communicating the substantive change. The improvement should follow the format and include information requested in the template Substantive Change G7 template Substantive Improvement Template G7.

19.7   Academic Advising Policy

The University assigns academic advisors to degree-seeking students based on their majors; academic advising enhances students' educational plans, career plans, and enriches their academic achievement.

The Goals of Academic Advising:

➢ Help students to determine their goals according to their capabilities, skills, concerns, career and educational interests.

➢ Help students to select courses and determine their educational plans according to their goals and career interests.
➢ Help students develop their decision-making skills.
➢ Provide useful information to students on programs, resources, procedures and policies.
➢ Assist students in connecting with institutional services.
➢ Help students evaluate their educational plans and career goals.

19.8 Nepotism Policy

The American University in the Emirates strives to be a family-friendly workplace and is committed to creating an environment where community members work together to improve the services of the University. The University encourage and accept referral from our employees to recommend friends and relatives and may employ family members as long as it does not cause any favoritism, discrimination or conflict of interest.

The University permits hiring of relatives in academic and administrative positions. However, relatives shall not be in a position that has an influence over another's employment, promotion, transfer, or any other supervisory consideration and accordingly, no employee of the University may be in the direct supervision of one's relative.

Hiring of Relatives

Hiring of relative should follow strict hiring procedure and is based solely on skills, experience and profile required for the position. The University will make appropriate decision in the hiring of relatives. Furthermore, Relative Employees cannot be part of a hiring committee when the family member is considered for the position.

Exceptions

Immediate relatives or family members of current employees shall not be employed within the same department unless an approval is obtained from the appropriate Vice President and after consultation with the Director of Human Resources.

Employees' Responsibility

➢ Relative employees are expected to be aware of their professional responsibilities and to avoid any kind of conflict of interest, favoritism, or partiality. In doubt, the Human Resource Department should direct the required action to be executed by another Senior Member of the University.
➢ Relative employees should not seek favorable treatment for their working relative on duty. The Institution's policies apply equally to all staff regardless of their relationship with other University members.
➢ An employee must not use his/her position to influence an employment action of a relative. Furthermore, an employee must not use his/her position to influence an employment action of non-relative if such action would benefit one's relative.

19.9 Legal Policy

The University handles its legal affairs through its outsourced attorney entity. The authorized attorney office provides advice on labor and employment, intellectual property, contracts and any other legal matters. The authorized attorney office can represent the University in official entities. Further, the University makes all efforts to resolve any employment dispute with its faculty and professional staff. If it is not resolved, the case is escalated to official authorities and the authorized attorney office represents the University and handles the legal procedures.

Faculty Handbook Receipt

I, _____ understand that this Faculty Handbook is provided in addition to the employment contract as a legal reference to some of the general policies of the American University in the Emirates and is not intended to include all policies and procedures. I understand that I should read and familiarize myself with the duties, policies and regulations set forth in this handbook.

I understand that the University reserves the right to amend and interpret these policies at its own discretion any time without advance notice. I further understand that they may be changed, when in the opinion of the management, circumstances so require.

I acknowledge that I have received a copy of this Faculty Handbook and understand that it contains important information on policies.

_____

Faculty Name

_____

Faculty's Signature   Date signed

_____

Witness' Signature   Date signed

_____

Witness' Signature   Date signed